

VALU FY 12 Course Catalog

VALU RESOURCES

September 12, 2011

ADVANCE is an HR&A initiative to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families.



Table of Contents

Table of Contents

1	General Information.....	1
1.1	Individual Course Offerings.....	3
1.2	Change Academy	3
1.3	Change Certificate Program.....	4
1.4	Web-Based Training.....	4
1.5	Career and Technical Training	4
1.6	Training Summary.....	7
1.7	Transformational Leadership.....	8
1.8	Manager and Supervisory Training Courses	9
1.9	Career and Technical Training Courses.....	11
2	Individual Course Offerings	14
2.1	Instructor-Led Training	14
2.2	Live Webinars.....	68
3	Change Academy.....	90
4	Change Certificate Programs.....	91
5	Web-Based Training	94
6	E-Books.....	141

1 General Information

About ADVANCE

ADVANCE is a Human Resources and Administration (HR&A) initiative to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families. For more information about ADVANCE, visit <http://vaww.va.gov/ADVANCE> or call 888-566-3982.

About VALU

In FY10, the Veterans Affairs Learning University (VALU) was realigned under Human Resources and Administration with the vision of creating the VA corporate university. Our mission is clear:

To help build a talented and diverse VA workforce and enterprise-wide leaders, supported by senior management and a learning culture, who are better skilled and prepared to serve our Veterans.

Throughout FY10, we created the framework for building a corporate university, and as a result we are able to offer innovative training in Transformational Leadership, Management and Supervision, and Career and Technical Training. These training classes were initially rolled out in the summer of 2010 as part of the ADVANCE initiative and continue today as the course offerings in this catalog.

In FY11, we will continue building the corporate university framework by further defining competencies, assessing customer training requirements, and defining new change management initiatives. As a corporate university, we will ensure that new training and educational tools support the implementation of VA's strategic plan and help VA employees improve their skills. Working together, we will foster innovation and excellence in support of VA's world-class workforce and our most important customer – America's Veterans.

For more information about VALU, visit <http://vaww1.va.gov/VALU> or contact valu.training@va.gov.

Training Registration Link and Resources



Registration Link for all training courses is done via the VA Talent Management System (TMS). Log on at <https://www.tms.va.gov> and type in your User ID and Password, and then locate the course and dates. Supervisory approval is highly recommended.

If you have questions about training resources or the TMS, visit the VA TMS communications Web site, *InsideTMS*, at <http://www.insideTMS.va.gov>. For a list of local VA TMS administrators, visit <http://www.insideTMS.va.gov>.

Training Dates and Locations

Look up the course on TMS for the most up-to-date schedule and location information.

ADVANCE Travel Funding

VALU will fund travel requests to attend ADVANCE training courses in accordance with VALU travel policy. Refer to the attached memo in Appendix A. Supervisors are accountable for ensuring travel for ADVANCE training is advantageous to the government and every effort to minimize the cost of travel has been considered to the extent practicable.

Cancellation

Once you're registered, if you determine you cannot attend, cancel as soon as possible via your TMS Learning Plan. In addition to the "no show" expense incurred by the VA, many courses have waiting lists, and not cancelling effectively deprives other employees of the chance to attend.

Course Credits

Course credits, including Continuing Education Units (CEUs) and Professional Development Units (PDUs) credits, are not standard across all course offerings. Refer to the respective course information in the TMS for more detailed information.

About the Catalog

VALU has created this Training Catalog to provide an overview of the training options available for FY11-FY12. For ease of searching, the catalog is segmented into the following sections:

1. General Information
2. Individual Course Offerings
 - 2.1 Instructor-Led Training
 - 2.2 Live Webinars
3. Change Academy
4. Change Certificate Programs
5. Web-Based Training
6. E-Books

1.1 Individual Course Offerings

The training catalog encompasses a number of training options designed to meet your needs. VALU is committed to offering any training available in the catalog at your location on a mutually agreed upon date. One requirement is attendance commitment, which generally ranges from 20-30 participants. To request a course available in the training catalog during the 2011 fiscal year, simply complete the Existing Training Request Form (Appendix B) and email it to valu.training@va.gov. If you determine there is not a course within the catalog to fulfill your needs and would like to request the development of a new course or conference during the 2011 fiscal year, then we invite you to fill out the New Training Request Form (Appendix C) and email it to valu.training@va.gov. Please save your completed forms using the following naming convention:

Name of the document_VA Administration or Component and VISN # (if VHA)_last
name_request#_date

- 2.1 Instructor-Led Training
- 2.2 Live Webinars

1.2 Change Academy

If you would like to bring transformational leadership to your facility, region or network, we can customize a Change Academy to address specific interests, problem solving or strategic initiatives for any leadership team. Change Academy provides a venue to leverage actual VA work scenarios to help clarify goals and action plans and to build momentum. The recommended time commitment ranges from three to five days; however, we can work with you to meet your objectives. This interactive academy is structured to create new ways of thinking through problems using the approaches and objectives below:

- Discussions that cause participants to question assumptions and explore new and different options
- Opportunities to stretch thinking and build new relationships both with peers and senior officials that lead to continuous improvement
- Real-time work assignments designed to clarify goals and action plans and build momentum
- Commitment to personal change as well as to facilitating change in other individuals and teams

1.3 Change Certificate Program

In support of VA's transformational efforts, VALU offers three levels of change certificates that will help VA prepare and respond to shifts in priorities, adaptive strategies, changing technology and other demands that occur at a personal, team and organizational level. These programs include:

Recognizing and Contributing to Change Initiatives: Personal Focus

is a program for entry-level personnel focused on personal change and change awareness,

Becoming a Leader of Change Initiatives: Advanced Personal Focus

is a program for mid-career personnel focused on personal change,

Leading Change Initiatives: Orchestrating as a Team Leader is a program for managers focused on team change.

All levels of the Change Certificate Program can be found on [pages 91-93](#).

Change Certificate Programs		
NON-MANAGERS AND ENTRY LEVEL STAFF	Recognizing and Contributing to Change Initiatives	Personal Focus
MID-CAREER PERSONNEL	Becoming a Leader of Change Initiatives	Advanced Personal Focus
MANAGERS AND SUPERVISORS	Leading Change Initiatives	Orchestrating as a Team Leader

1.4 Web-Based Training

VALU's scheduled training is a series of instructor-led offerings being delivered to VA locations.

1.5 Career and Technical Training

Career and Technical Training offers a series of **blended learning programs**. The learning programs offer a mix of instructor-led training, web-based training, scenario-based simulations, and online books.

BLENDED LEARNING APPROACH



Career and Technical Training is rooted in the idea that learning is not a one-time event.

Whether you learn best working one-on-one with an instructor or prefer online educational tools, Career and Technical Training creates an integrated approach to learning. Each learning program offers four instructor-led courses in proficiency levels that range from basic to advanced, so that you can build or enhance your current skill set in a core learning area.



Blended learning combines the advantages of classroom learning with the innovation, accessibility and flexibility of online or e-learning resources. By choosing the type of training that's right for your individual needs, you can optimize your learning experience and boost your educational success.

In addition to the instructor-led course, each learning program offers the following **supplemental training resources**:

- **Web-based training** – Online courses offer you convenience and can be taken at any time or place. Learn at your own pace and finish courses at your discretion. There is no limit to the number of times you can access and take advantage of any given course. Even after you've completed a training course, you can go back at any time and refresh your knowledge. Scenario-based simulations are short interactive exercises that immerse you in realistic situations and allow you to practice newly gained skills in a safe environment.

- **Online books** – Search, browse, and view the full contents of thousands of online books with Books24x7. This is a self-paced learning tool, accessible from the VA TMS, that provides immediate answers to questions and allows you to read about a topic in-depth. You can read online or even download up to five chapters per month.

Career and Technical Training courses are being updated each quarter, with each quarter focused on a different learning program. VA Learning University is offering the following competency-aligned learning programs in FY 10-FY11:

1.  **Interpersonal Communication** focuses on developing and enhancing your communications knowledge and skills. Learn techniques to help you develop influencing, negotiating and presentation skills. We recommend taking the courses below in the order presented to fully understand concepts, build skills and complete the learning program.
 - Effective Communications
 - How to Develop and Deliver Dynamic Presentations
 - Influencing Skills
 - Negotiating Techniques
2.  **Analysis and Problem Solving** helps you learn how to creatively solve problems, make dynamic decisions, and obtain a better grasp of business analytics. We recommend taking the courses below in the order presented to fully understand concepts, build skills and complete the learning program.
 - Creative Problem Solving
 - Dynamic Decision Making
 - Analytics Boot Camp
 - Business Analysis Overview



3. **Customer Service** focuses on how to improve the quality of customer service experiences. Learn techniques for enhancing interactions with Veterans, improving internal working relationships among customer service employees, managing the resolution of customer service issues, and transforming your culture to foster excellence in customer service. We recommend taking the courses below in the order presented to fully understand concepts, build skills and complete the learning program.

- What Customers Really Want
- Better Working Relationships for Better Customer Service
- Advocating for Your Customer
- Customer Service Excellence



4. **Written Communication** focuses on improving skills in various types of written communications, from emails to formal business documents. Learn practical strategies for each stage of the writing process, ways to outline and organize content, how to use active voice effectively, and editing and proofreading tips. We recommend taking the courses below in the order presented to fully understand concepts, build skills and complete the learning program.

- Effective Written Communication
- Business Writing
- Clear Writing through Critical Thinking
- Formal Writing Using Plain Language **(in development)**

1.6 Training Summary

The tables below display an alphabetical list of VALU course offerings by training series and type, along with a reference to the catalog page number and TMS Item Number.

1.7 Transformational Leadership

Table 1–1. Displays Transformational Leadership Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Analyzing Issues and Engaging Stakeholders	Live in Person	NFED 1341076	17
Assessing Opportunities	Live in Person	NFED 1321997	18
Becoming a Leader of Change Initiatives: Advanced Personal Focus	Live in Person	NFED 1341043	92
Building Agreement Out of Conflict	Live Webinars	NFED 1341046	71
Building Resilience	Live in Person	NFED 1322000	20
Building Winning Teams	Live in Person	NFED 1371035	21
Change Academy	Live in Person	NFED 1476318	90
Communicating with Impact	Live in Person	NFED 1371049	26
Continuous Improvement	Live in Person	NFED 1371050	27
Creating a Collaborative Culture	Live in Person	NFED 1341080	28
Creating a Culture of Change and Innovation	Live in Person	NFED 1322001	29
Creative and Innovative Problem Solving	Live in Person	NFED 1322002	30
Critical Conversations	Live in Person	NFED 1371056	32
Customer Focus	Live in Person	NFED 1371057	33
Emotional Intelligence for Leaders	Live in Person	NFED 1371059	38
Gaining Buy-in for Change	Live in Person	NFED 1341077	42
Influencing with Integrity	Live in Person	NFED 1341079	47
Leading Change Initiatives: Orchestrating as a Team Leader	Live in Person	NFED 1341045	93
Leading Virtual Teams	Live Webinar	NFED 1371067	74
Managing Self Through Change	Live in Person	NFED 1322003	52
Managing Your Team Through Change	Live in Person	NFED 1322008	53
Meetings That Move Things Forward	Live Webinar	NFED 1341047	75
Recognizing and Contributing to Change Initiatives: Personal Focus	Live in Person	NFED 1341042	91
Release the Pressure	Live Webinar	NFED 1322012	79
Scorecard for Change: Demonstrating Success	Live in Person	NFED 1371066	60
Shortcut to Creativity	Live Webinar	NFED 1322013	81
When to Say No – Focusing for Success	Live Webinar	NFED 1341049	88
Winning People Over	Live Webinar	NFED 1341053	89

1.8 Manager and Supervisory Training Courses

Table 1–2. Displays Manager and Supervisory Training Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
4 Imperatives of Great Leaders	Live Webinar	NFED 1318052	68
7 Habits Jumpstart Habits 1-3	Live Webinar	NFED 1318048	69
7 Habits Jumpstart Habits 4-7	Live Webinar	NFED 1318050	70
Business Writing Skills	Live Webinar	NFED 1318034	72
Championing Diversity	Live in Person	NFED 1341141	24
Clarifying Your Team's Purpose and Strategy	Live Webinar	NFED 1318051	73
FOCUS – Achieving your Highest Priorities	Live in Person	NFED 1320971	39
FranklinCovey Content Certification	Live in Person	NFED 1384464	41
Getting Results: The 4 Disciplines of Execution Executive Session	Live in Person	NFED 1527311	43
Great Work Great Career Keynote	Live in Person	NFED 1329050	44
Leadership and Execution Fundamentals	Live in Person	NFED 1320974	48
Leadership Foundations	Live in Person	NFED 1341142	49
Leading Across Generations	Live in Person	NFED 1527313	50
Leading at the Speed of Trust	Live in Person	NFED 1318026	51
Meeting Advantage	Live in Person	NFED 1320962	54
Organizational Trust	Live Webinars	NFED 1318057	76
POWER – Providing Outreach While Enhancing Resiliency and Readiness	Live in Person	NFED 1692312	56
Presentation Advantage	Live in Person	NFED 1320963	57
Project Management	Live in Person	NFED 1318035	58
Project Management: A Practical Approach™	Live in Person	NFED 1512311	59
Project Management Fundamentals	Live Webinar	NFED 1318033	77
Relationship Trust	Live Webinar	NFED 1318056	78
Self Trust for Leaders	Live Webinar	NFED 1318055	80
Speed of Trust Foundations	Live Webinar	NFED 1318054	82
The 4 Disciplines of Execution Manager Certification and Implementation Process	Live in Person	NFED 1527310	61
The 5 Choices: Achieving Extraordinary Results in Work and Life	Live in Person	NFED 1527312	62
The 7 Habits of Highly Effective People for Managers	Live in Person	NFED 1322047	63
The 7 Habits of Highly Effective People Signature Course	Live in Person	NFED 1318028	64
The Diversity Advantage	Live Webinar	NFED 1318058	83
Time Management for Blackberry	Live Webinar	NFED 1318031	84

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Time Management for Microsoft Outlook	Live Webinar	NFED 1318030	86
Time Management Fundamentals	Live Webinar	NFED 1318032	85
Unleashing Your Team's Talent	Live Webinar	NFED 1318053	87
Working at the Speed of Trust	Live in Person	NFED 1322010	66
Writing Advantage	Live in Person	NFED 1318029	67

1.9 Career and Technical Training Courses

Table 1–3. Displays Career and Technical Training Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Advanced Data Management in Excel 2007	Web-based	NFED 854916	94
Advocating for Your Customer	Live in Person	NFED 1352218	14
Analytics Boot Camp	Live in Person	NFED 1339220	15
Analytics Boot Camp – Excel Essentials	Live in Person	NFED 1352383	16
Analyzing Data in Excel 2007	Web-based	NFED 868926	95
Basic Presentation Skills: Creating a Presentation	Web-based	NFED 1628310	96
Basic Presentation Skills: Delivering a Presentation	Web-based	NFED 1630310	97
Basic Presentation Skills: Planning a Presentation	Web-based	NFED 1376087	98
Better Working Relationships for Better Customer Service	Live in Person	NFED 1352213	19
Business Analysis: Enterprise Analysis	Web-based	NFED 1275011	99
Business Analysis: Introduction to Business Analysis Planning	Web-based	NFED 1274995	100
Business Analysis: Introduction to Requirements Analysis	Web-based	NFED 1275015	101
Business Analysis Overview	Live in Person	NFED 1339223	22
Business Analysis: Requirements Elicitation	Web-based	NFED 1274999	102
Business Analysis: Requirements Management and Communication	Web-based	NFED 1275008	103
Business Writing	Live in Person	NFED 1339314	23
Business Writing: Editing and Proofreading	Web-based	NFED 1278128	103
Business Writing: How to Write Clearly and Concisely	Web-based	NFED 1278127	105
Business Writing: Know Your Readers and Your Purpose	Web-based	NFED 1278126	106
Clear Writing Through Critical Thinking	Live in Person	NFED 1339212	25
Creating a Customer-Focused Organization	Web-based	NFED 1327042	107
Creative Problem Solving	Live in Person	NFED 1339217	31
Critical Thinking	Web-based	NFED 1349516	108
Critical Thinking Essentials : Applying Critical Thinking Skills	Web-based	NFED 1371795	109
Critical Thinking Essentials: What is Critical Thinking	Web-based	NFED 1371796	110

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Customer Interactions	Web-based	NFED 1278215	111
Customer Service Confrontation and Conflict	Web-based	NFED 1310177	112
Customer Service Excellence	Live in Person	NFED 1361147	34
Decision Making: Making Tough Decisions	Web-based	NFED 1310270	113
Decision Making: The Fundamentals	Web-based	NFED 1310268	114
Decision Making: Tools and Techniques	Web-based	NFED 1310269	115
Dynamic Decision Making	Live in Person	NFED 1339219	35
Effective Communications	Live in Person	NFED 1339204	36
Effective Written Communication	Live in Person	NFED 1339209	37
Formal Writing Using Plain Language	Live in Person	NFED 1339214	40
Getting Results without Authority: Persuasive Communication	Web-based	NFED 1324353	116
Getting Results without Direct Authority: Influencing Your Boss	Web-based	NFED 1324395	117
How to Develop and Deliver Dynamic Presentations	Live in Person	NFED 1339205	45
Influence and Persuasion (Interactive video)	Web-Based	1327034	119
Identifying What the Customer Wants	Web-based	NFED 26539	118
Influencing Key Decision Makers	Web-based	NFED 1325085	120
Influencing Skills	Live in Person	NFED 1339207	46
Internal Customer Service	Web-based	NFED 1310176	121
Internal Customer Service: Conflict and Complaints Simulation	Web-based	NFED 26208	122
Leading A Customer-focused Team	Web-based	NFED 26225	123
Managing Customer Driven Process Improvement Simulation	Web-based	NFED 26537	124
Managing Workforce Generations: Introduction to Cross-generational Employees	Web-based	NFED 1372609	125
Manipulating and Formatting Data and Worksheets	Web-based	NFED 794917	126
Negotiating Techniques	Live in Person	NFED 1339208	55
Negotiation Essentials: Communicating	Web-based	NFED 1310147	127
Planning Business Analysis Communication and Monitoring	Web-based	NFED 1274996	128
Playing the Devil's Advocate in Decision Making	Web-based	NFED 1325112	129
Preparing a Business Case	Web-based	NFED 1278064	130

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Problem Solving: Determining and Building Your Strengths	Web-based	NFED 1310266	131
Problem Solving: Digging Deeper	Web-based	NFED 1310267	132
Problem Solving: The Fundamentals	Web-based	NFED 1310265	133
Shaping the Direction of Customer Services in Your Organization	Web-based	NFED 1310178	134
Team and Customer Relationships	Web-based	NFED 1278214	135
The Angry Caller: What's Your Plan	Web-based	NFED 1328306	136
Uncovering the Root Problem	Web-based	NFED 1327017	137
Using Email and Instant Messaging Effectively	Web-based	NFED 1278122	138
What Customers Really Want	Live in Person	NFED 1352212	65
Why Customer Driven	Web-based	NFED 26538	139
Writing a Business Case	Web-based	NFED 1278065	140

2 Individual Course Offerings

The following contains our individual course offerings. All classes listed below are available as long as you can commit to the minimum attendance requirements and VALU approves your course request.

2.1 Instructor-Led Training

Course Title: **Advocating for Your Customer (in development)**

Table 2–1. Displays Advocating for Your Customer Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1352218
Course Format:	Live in Person
Course Description:	If your goal is to achieve excellence in customer service in your organization, this is the best course for you! This scenario-based course ties together the vital cross-functional skills that lead to high-quality experiences for customers. Topics and activities include techniques for interacting with internal and external customers; how to replace a transactional focus with an emphasis on case-ownership and collaborative problem solving; and how to use project management techniques to ensure that customers' cases are efficiently tracked, managed, communicated and resolved. This course builds upon material presented in What Customers Really Want and Better Working Relationships for Better Customer Service.
Target Audience:	Non-managers and non-supervisors
Objectives:	<ul style="list-style-type: none"> • Demonstrate an effective Customer Advocacy Process • Explain how to use a Customer Advocacy Process to effectively and efficiently address and resolve customer service issues • Discuss the benefits of identifying clear goals when handling a customer service request • Describe the process and benefits of planning, executing and monitoring the Customer Advocate Process • Explain techniques to ensure complaint resolution, customer satisfaction, and successful close of any customer service request
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETA&componentID=1352218&componentTypeID=NFED&revisionDate=1291235820000

Course Title: Analytics Boot Camp*Table 2–2. Displays Analytics Boot Camp Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339220
Course Format:	Live in Person
Course Description:	<p>Intermediate proficiency – requires computer with Excel</p> <p>In this two-day course, you will learn essential Microsoft Excel skills and data analysis concepts. You will further study the tools and techniques used in modern analysis. Both courses leverage Microsoft Excel 2007 functionality in hands-on lessons on probability, analysis and presentation of data, and statistical concepts critical for analytical proficiency. After completing the courses, you will have new and valuable ways to analyze data and present your analyses.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Use Excel for data analysis and decision making • Collect data from multiple sources and utilize best practices for data retention in Excel • Integrate data from multiple sources • Summarize data to quickly gain a better understanding of it • Use advanced features in Excel to assist in complex problem solving • Visualize data through Excel’s graphic functionality • Construct a frequency distribution to analyze data and translate it into relevant information • Calculate and select the most appropriate measures of central tendency • Identify and avoid the potential for hidden bias in expressing statistical findings
Course Affiliation:	Career and Technical Training
Duration:	40 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETA&componentID=1339220&componentTypeID=NFED&revisionDate=1286479200000

Course Title: Analytics Boot Camp – Excel Essentials*Table 2–3. Displays Analytics Boot Camp – Excel Essentials Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1352383
Course Format:	Live in Person
Course Description:	<p>Intermediate proficiency – requires computer with Excel</p> <p>In this course you will learn essential Microsoft Excel skills and data analysis concepts, and you will further study the tools and techniques used in modern analysis. This course leverages Microsoft Excel 2007 functionality in hands-on lessons on probability, analysis and presentation of data, and statistical concepts critical for analytical proficiency. After completing the courses, you will have new and valuable ways to analyze data and present your analysis.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Use Excel for data analysis and decision making • Collect data from multiple sources and utilize best practices for data retention in Excel. • Integrate data from multiple sources • Summarize data to quickly gain a better understanding of it • Use advanced features in Excel to assist in complex problem solving • Visualize data through Excel’s graphic functionality • Construct a frequency distribution to analyze data and translate it into relevant information • Calculate and select the most appropriate measures of central tendency • Identify and avoid the potential for hidden bias in expressing statistical findings
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1352383&componentTypeID=NFED&revisionDate=1291730520000

Course Title: Analyzing Issues and Engaging Stakeholders*Table 2–4. Displays Analyzing Issues and Engaging Stakeholders Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341076
Course Format:	Live in Person
Course Description:	This course will make the process of grappling with challenging business issues – from the procedural to the strategic – far more manageable and systematic. Learn to approach issues realistically and objectively, define them succinctly, explore options thoroughly and creatively, make decisions effectively, engage support from key decision makers, influencers and implementers, and follow through from implementation to documentation of real results.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Use tools, techniques and processes to identify and evaluate options and make decisions that will gain the broadest possible support • Ensure that appropriate people are included in the decision making process • Communicate solutions with clarity and confidence to obtain buy-in from stakeholders, influencers, implementers and decision makers • Apply skills to current change initiatives within the organization
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341076&componentTypeID=NFED&revisionDate=1287506340000

Course Title: Assessing Opportunities*Table 2–5. Displays Assessing Opportunities Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1321997
Course Format:	Live in Person
Course Description:	Every change presents an opportunity and every opportunity involves a risk of some kind. New requirements emerge, technologies change, and factors outside our control delay a project. How do we know how to assess an opportunity and make effective decisions about which changes to implement and which changes to abandon? This course helps managers assess these issues and decide what actions to take to minimize disruptions and ultimately turn the challenges of change into productive opportunities.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Define opportunity vs. risk and understand how the concepts are linked • Understand risk assessment in the context of change and make informed decisions • Identify, evaluate and prioritize opportunities and risks to impact effectiveness • Use a five-phase model for an organized approach to assessing opportunities and risks • Use tools that will lead to more creative responses to opportunities and key areas of risk
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1321997&componentTypeID=NFED&revisionDate=1278416040000

Course Title: Better Working Relationships for Better Customer Service

Table 2–6. Displays Better Working Relationships for Better Customer Service Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1352213
Course Format:	Live in Person
Course Description:	Foundational/ Intermediate proficiency In this course you will learn how successful organizations rely less on “the way we have always done it” and more on the collaborative abilities of work teams to solve problems and improve processes. You will learn creative ways to overcome barriers to team development and participate in team-building exercises and practical assessments. After completing the course, you will have insight into the benefits of teams and understand how they can be leveraged to provide better customer service.
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Describe the benefits of using teams to solve problems and improve processes • Identify effective team-building strategies to create an internal customer service network • Describe how to leverage teams to provide better customer service • Demonstrate techniques to overcome barriers to team development • Apply best practices for the creation of internal networks for resolving customer service issues • Apply communications techniques that teams can use to resolve customer service issues • Examine conflict management techniques that teams can apply to resolving customer service issues
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1352213&componentTypeID=NFED&revisionDate=1291235340000

Course Title: Building Resilience*Table 2–7. Displays Building Resilience Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322000
Course Format:	Live in Person
Course Description:	Given the current environment of rapid change, quickly adapting to change and maintaining effective performance levels during disruption are essential to individual and organizational performance in today's organizations. This Hemsley Fraser course lays the foundation for employees and teams to enhance their adaptation resources so they can cope more effectively and maintain productivity during disruptive change. This course introduces participants to a proven model of personal resilience which has been demonstrated to help individuals respond effectively to periods of rapid change. Resilience in this course is addressed as the capacity to absorb high levels of disruptive change while displaying minimal dysfunctional behavior.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Draw from your personal experience regarding individual change, sources of disruption and adaptation resources • Identify characteristics of personal resilience • Leverage increased insight into your own tendencies and resilience characteristics • Apply techniques and tactics to build personal resilience
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322000&componentTypeID=NFED&revisionDate=1278416700000

Course Title: Building Winning Teams*Table 2–8. Displays Building Winning Teams Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371035
Course Format:	Live in Person
Course Description:	Linking practical leadership theories to dynamic team leading, this course comes to life by working through the practical challenges and realities involved in achieving outstanding performance and results with teams. This course covers the essential skills and personal qualities that produce highly effective leaders. Participants will discover practical and straightforward ways to lead, organize and motivate teams and to help them adapt rapidly in times of organizational change.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Describe the characteristics of a high performing team • Assess team effectiveness • Gain agreement on ways of working within the team • Apply a range of communication techniques to support effective teamwork • Create and maintain an ongoing action plan to help the team respond to the demands of ongoing organizational change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371035&componentTypeID=NFED&revisionDate=1298930880000

Course Title: Business Analysis: Overview*Table 2–9. Displays Business Analysis: Overview Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339223
Course Format:	Live in Person
Course Description:	<p>Advanced proficiency</p> <p>In this course you will use the Guide to the Business Analysis Body of Knowledge (BABOK®) to develop a firm foundation in the principles and practices of business analysis – the critical process of identifying business improvement needs and developing projects to satisfy those needs. After completing the course, you will be able to identify business-process improvement opportunities, gather and analyze business requirements, and communicate and assist in implementing the solution package.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Describe the BABOK® • Identify the value of business analysis in today's challenging environment • Identify the key responsibilities of a business analyst • Apply the business analysis process to gather and analyze project requirements • Plan and manage the requirements-gathering process, document and communicate requirements, and develop strategies to guide the solution implementation process
Course Affiliation:	Career and Technical Training
Duration:	24 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339223&componentTypeID=NFED&revisionDate=1286479320000

Course Title: Business Writing*Table 2–10. Displays Business Writing Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339314
Course Format:	Live in Person
Course Description:	Foundational/Intermediate proficiency In this course you will learn to use pre-writing techniques to make your writing clear and concise and meet the specific needs of the audience. Through interactive activities and discussions, you will identify how to create a unique writing style for various types of business documents. After completing the course, you will have writing and editing techniques you can use to address various writing situations, and knowledge of best practices in seeking feedback from others to ensure effectiveness.
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Create a unique written presence • Design scalability in your writing to meet readers' needs • Write simple, to-the-point emails and memos • Take meaningful meeting notes and create a powerful meeting summary • Write convincing issue papers that lead to action • Improve your final documents by getting feedback from others
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339314&componentTypeID=NFED&revisionDate=1286892900000

Course Title: Championing Diversity*Table 2–11. Displays Championing Diversity Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341141
Course Format:	Live in Person
Course Description:	This one-day course helps us see that while we might think we see the world as it is, we in fact perceive it the way we are. Imagine a workplace that ventures beyond mere tolerance and deems each employee, regardless of race, ethnicity, or gender, as able to make an irreplaceable contribution—as long as his or her uniqueness is sought out, embraced, and celebrated.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • “I See You” Recognize anyone standing alone or being left behind because of a diversity issue • “I Respect You” What can you do to make sure everyone is being respected • “I Seek You Out” Identify a person with a different view/background and ask for assistance on a project • “I Synergize With You” Identify situations where your team could benefit from more synergy
Course Affiliation	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=I_TEM_DETAILS&componentID=1341141&componentTypeID=NFED&revisionDate=1287596760000

Course Title: Clear Writing through Critical Thinking*Table 2–12. Displays Clear Writing through Critical Thinking Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339212
Course Format:	Live in Person
Course Description:	<p>Intermediate/Advanced proficiency</p> <p>In this course you will learn how to better communicate by improving the clarity of your business writing. Enhance your ability to organize information, anticipate questions, draw sound conclusions, and logically communicate your message in writing. After completing the course, you will be able to establish logical structures and sequences in business documents, construct persuasive arguments to deliver results, and use a planning and development process to write effective documents.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Recognize faulty logic in the workplace documents you read and write • Construct persuasive arguments to deliver workplace results • Employ techniques for thoughtful document review • Analyze thought processes to evaluate their logical validity • Learn what makes a good thinker and how to produce thoughtful written products • Use a planning and development process to write effective documents
Course Affiliation:	Career and Technical Training
Duration:	24 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339212&componentTypeID=NFED&revisionDate=1286478720000

Course Title: Communicating with Impact*Table 2–13. Displays Communicating with Impact Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371049
Course Format:	Live in Person
Course Description:	This lively and interactive course builds the core skills that underpin effective communication: skilled questioning, focused listening, and confident voicing of views. Participants gain practical experience in communicating with vivid images and stories, relating to their audience and delivering concise and motivating messages. The course includes interactive sessions designed to help participants develop confidence in communicating, particularly during times of change when effective communication becomes even more important.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Use techniques to check and build the understanding of others • Gain new information through effective questioning techniques • Actively listen for feelings as well as meaning • Use vivid images and stories to communicate messages with greater impact • Present messages in ways that gain attention, especially during times of rapid organizational change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371049&componentTypeID=NFED&revisionDate=1298980560000

Course Title: Continuous Improvement*Table 2–14. Displays Continuous Improvement Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371050
Course Format:	Live in Person
Course Description:	Continuous improvement refers to an ongoing effort within an organization to improve products, services or processes. These efforts can seek “incremental” improvement over time or “breakthrough” improvement all at once. There are many tools that have been developed that help organizations implement effective and reliable processes that can dramatically increase the effectiveness of organizational change initiatives. This course provides a solid introduction to basic CI tools and provides direct opportunities to apply them to issues of organizational change.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify the essential components of continuous improvement approaches • Identify appropriate situations for the application of continuous improvement methodology • Apply continuous improvement tools to improve organizational functioning • Create an action plan to use continuous improvement tools to contribute to effective change in the organization
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371050&componentTypeID=NFED&revisionDate=1298981400000

Course Title: Creating a Collaborative Culture*Table 2–15. Displays Creating a Collaborative Culture Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341080
Course Format:	Live in Person
Course Description:	It offers tools and techniques designed to help you learn from and partner with others in order to make decisions, solve problems, strengthen communications, share best practices, and build strong, responsive, and connected systems. The goal is to establish a truly collaborative work environment in which the entire internal team is linked successfully to respond to the changing environment and to deliver an optimal customer experience.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Understand the organizational payoffs of working in a collaborative culture • Identify the individual styles used to process and understand information and the implications each style has for working with others • Use skills to advocate and inquire effectively in a collaborative setting • Work with colleagues to identify and resolve inter-team problems • Diagnose and plan how to improve collaborative culture in your team(s)
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341080&componentTypeID=NFED&revisionDate=1287507300000

Course Title: Creating a Culture of Change and Innovation*Table 2–16. Displays Creating a Culture of Change and Innovation Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322001
Course Format:	Live in Person
Course Description:	Effective managers and supervisors need to be able to successfully implement change initiatives, but that's much easier said than done. This course will help participants decode the difficulties individuals have dealing with change, select the most effective change management model for a specific organization and situation, and develop a strategy for successful implementation. Beyond seeing change as an issue or challenge, this course looks at strategies for viewing change as an opportunity for innovation. Creating a culture that supports innovation and creativity is one of the best ways to build organizations that can respond to change in a positive and proactive manner.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify the reasons many organizational change initiatives fail • Analyze the potential success of your own change initiatives • Plan and implement an organizational change strategy • Create strategies to build organizational responsiveness and innovation
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322001&componentTypeID=NFED&revisionDate=1278417240000

Course Title: Creative and Innovative Problem Solving*Table 2–17. Displays Creative and Innovative Problem Solving Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322002
Course Format:	Live in Person
Course Description:	This practical and hands-on workshop is designed to be a catalyst for innovation and creativity. It provides individuals with proven techniques that can be applied to a wide range of organizational challenges. Based on the latest thinking and best practices used in problem solving, the course ends by providing individuals with an action planning template designed to secure stakeholder endorsement for change.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Develop innovative and creative skills to assess and solve workplace problems • Make more effective use of creative thinking skills • Assess the impact of your recommendations on the organization • Present new ideas to secure the buy in of others • Construct an action plan clearly outlining the thinking process, conclusions, and recommendations
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322002&componentTypeID=NFED&revisionDate=1278417420000

Course Title: Creative Problem Solving*Table 2–18. Displays Creative Problem Solving Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339217
Course Format:	Live in Person
Course Description:	Foundational proficiency Creative problem solving is a valuable skill in today's fast-changing world. In this course, you'll learn how to integrate creativity with analytical thinking for effective problem solving. You will understand the different ways for applying creative and innovative thinking strategies to better understand work-related problems and learn the techniques to solve them.
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Describe aspects of creativity relevant to the problem solving process • Rediscover personal creative potential • Explore the ways in which creativity is promoted and hindered in the workplace • Recognize how to manage creativity in the workplace • Examine ways in which creativity can be applied to organizational problem solving
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339217&componentTypeID=NFED&revisionDate=1286479020000

Course Title: Critical Conversations*Table 2–19. Displays Critical Conversations Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371056
Course Format:	Live in Person
Course Description:	Everyone is faced with critical conversations at work, whether they are saying 'no' to a request, communicating bad news, and dealing with poor performance or recruiting staff. Increasingly, the work of managers requires an ability to have effective conversations with employees that build motivation and engagement and that directly address difficult issues. This course provides real time opportunities to build skills and practice the techniques of effective conversations. By practicing difficult situations participants return to work equipped to tackle a range of critical conversations, particularly ones that can arise during periods of rapid organizational change.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify common, critical issues that are important to address using effective, direct communication techniques • Identify additional critical issues that are likely to arise during times of rapid organizational change • Identify the components of conversations which address critical issues effectively • Apply critical conversations skills to handle difficult issues effectively • Create a personal action plan to identify and address challenging issues using critical conversation skills
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371056&componentTypeID=NFED&revisionDate=1298982600000

Course Title: Customer Focus*Table 2–20. Displays Customer Focus Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371057
Course Format:	Live in Person
Course Description:	Every service organization is experiencing increasing challenges related to maintaining high levels of client focused service. This course is designed to equip managers and supervisors with the skills necessary to create, manage and maintain a productive, customer-focused climate. It addresses the requirement to build effective teams that focus on client needs while at the same time managing the operating requirements of the organization. A particular focus is on issues of organizational change and using client insight to drive organizational improvement strategies.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify the elements of customer requirements related to organizational services provided • Assess the current effectiveness of the organization in meeting customer requirements • Apply the customer focus model to create a customer focus strategy • Identify areas of service in which change is necessary to improve the level of customer focus • Use specific customer focus tools and techniques to improve the customer focus of the organization • Create a change plan to improve the organization's customer focus in key areas of customer requirements
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371057&componentTypeID=NFED&revisionDate=1298983320000

Course Title: Customer Service Excellence*Table 2–21. Displays Customer Service Excellence Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1361147
Course Format:	Live in Person
Course Description:	<p>Advanced proficiency</p> <p>In this course you will learn how to be “customer-driven” and how to take service to the top by inspiring others to provide quality service. This course focuses on fostering a customer service organization. After completing the course, you will be able to clearly identify your internal and external customers and their issues, and know how to apply the latest methods for enhancing customer service and handling problems, including anticipating and responding to customer needs.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Understand customer service and service excellence • Know the basics of service excellence • Explain why customer service is important to you, your organization and your customers
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1361147&componentTypeID=NFED&revisionDate=1294320720000

Course Title: Dynamic Decision Making*Table 2–22. Displays Dynamic Decision Making Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339219
Course Format:	Live in Person
Course Description:	<p>Intermediate proficiency</p> <p>In this course you will learn an easy-to-follow process to improve the quality of decision making of your group and in your organization. This course uses a VA-specific case study that takes you through the decision-making process. After completing the course, you will have a clear process and user-friendly techniques for making smarter choices and sound business decisions, and you will know how to create an action plan to evaluate the results of decisions.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Identify your decision-making style and level of risk tolerance • Use a decision-making process to make sound business decisions • Develop clear guidelines on communicating decisions • Design an action plan to evaluate the results of decisions
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339219&componentTypeID=NFED&revisionDate=1286479140000

Course Title: Effective Communications*Table 2–23. Displays Effective Communications Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339204
Course Format:	Live in Person
Course Description:	<p>Foundational proficiency</p> <p>In this course you will be introduced to essential communications skills, including active listening, interpreting verbal and nonverbal cues, recognizing different communication styles, and understanding generational differences. After completing the course, you will be able to identify different communication styles, understand verbal and nonverbal cues, and apply your knowledge to improve your communication effectiveness.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Identify different communication styles, including your own • Recognize and use nonverbal cues to clearly communicate with others • Build rapport and encourage open communication through appropriate verbal cues • Describe and demonstrate the characteristics of active listening • Consider individuals' cultural and generational differences in communication styles • Identify cultural and generational stereotypes • Create a climate for cultural and generational diversity
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339204&componentTypeID=NFED&revisionDate=1286477100000

Course Title: Effective Written Communication*Table 2–24. Displays Effective Written Communication Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339209
Course Format:	Live in Person
Course Description:	<p>Foundational proficiency</p> <p>In this course you will learn guidelines and tips for crafting effective written communications using methods that convey an accurate message. You will go through the writing process, including the planning, drafting, revising and proofreading stages, to produce an original piece of writing. After completing the course, you will have strategies for developing formal and informal communications and revising your writing to create complete and professional documents.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Describe the writing process • Use outlining and five different types of graphic organizers to plan documents • Develop draft(s) from your outlines and/or graphic organizers • Apply strategies for revising your writing • Demonstrate acceptable email protocol • Edit and proofread to ensure documents are complete and professional
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339209&componentTypeID=NFED&revisionDate=1286478240000

Course Title: Emotional Intelligence for Leaders*Table 2–25. Displays Emotional Intelligence for Leaders Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371059
Course Format:	Live in Person
Course Description:	Emotional Intelligence (EI) makes the difference between average and star performers in leadership positions. Exceptional leaders have high levels of self-awareness and not only manage themselves but also understand and work effectively with others. This interactive program is designed for leaders who want to develop their own Emotional Intelligence and lead their teams to enhanced performance. It is particularly appropriate for managers and supervisors in organizations undergoing high rates of change to help understand and manage the emotional demands of large scale change initiatives.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Describe the benefits of Emotional Intelligence to the leader, the team and the organization • Assess personal effectiveness in Emotional Intelligence competencies • Identify strategies and opportunities to apply Emotional Intelligence in leadership roles • Use Emotional Intelligence skills to build relationships which support more effective leadership outcomes • Apply Emotional Intelligence skills to the particular demands that arise during times of rapid organizational change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371059&componentTypeID=NFED&revisionDate=1298984280000

Course Title: FOCUS – Achieving your Highest Priorities*Table 2–26. Displays FOCUS – Achieving your Highest Priorities Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1320971
Course Format:	Live in Person
Course Description:	This FranklinCovey best-selling workshop is an engaging, highly interactive time management presentation that is packed with learning. Ideal for individuals at all stages of life who want to improve productivity every day. Includes a Franklin Planner.
Target Audience:	Managers and Supervisors
Objectives:	At the end of this class, the learner will be able to plan time by prioritizing tasks based on goals, personal values, and level of importance. Best practices for handling email, voicemail, interruptions, and procrastination will also be presented.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320971&componentTypeID=NFED&revisionDate=1277407080000

Course Title: Formal Writing Using Plain Language (in development)*Table 2–27. Displays Formal Writing Using Plain Language Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339214
Course Format:	Live in Person
Course Description:	Advanced proficiency In this course you will focus on written communications for senior leadership and public dissemination. Examples and case studies provide practice in effectively and concisely developing position papers, writing proposals, evaluating data and summarizing findings, performing business case analyses, and preparing formal correspondence. After completing the course, you will have enhanced knowledge, tools and techniques for drafting high-level documents for colleagues and leadership teams.
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Course Affiliation:	Career and Technical Training
Duration:	TBD
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339214&componentTypeID=NFED&revisionDate=1286478900000

Course Title: Franklin Covey Content Certification*Table 2–28. Displays FranklinCovey Content Certification Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1384464
Course Format:	Live in Person
Course Description:	For groups and facilities seeking a cost-effective and efficient way to deliver FranklinCovey's courses to their population may select qualified individuals to become certified to teach these classes to their organization. FranklinCovey and VA have created a system to transfer the capability to deliver classes with excellence. These sessions require prior attendance in the specific content workshop then attendance in the certification session along with post work to complete.
Target Audience:	Managers and Supervisors by invitation only
Objectives:	<p>Participants will leave qualified to teach the specified content workshop. Each facility will receive a DVD with the required video library. They will join a network of over 50,000 facilitators worldwide. They will also receive monthly academy offerings at no charge. Available topics for certification include:</p> <ul style="list-style-type: none"> • The 7 Habits of Highly Effective People • The 7 Habits for Managers • Leading at the Speed of Trust • Working at the Speed of Trust • Championing Diversity • Project Management 1 and 2 day • Writing Advantage • Presentation Advantage • Meeting Advantage • Leadership Foundations <p>Others may be available, please contact VALU for more information</p>
Course Affiliation:	Manager and Supervisory Training
Duration:	3 Days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=I_TEM_DETAILS&componentID=1384464&componentTypeID=NFED&revisionDate=1303825260000

Course Title: Gaining Buy-in for Change*Table 2–29. Displays Gaining Buy-in for Change Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341077
Course Format:	Live in Person
Course Description:	This highly interactive and hands-on Hemsley Fraser course provides participants the opportunity to examine existing skills in a low risk environment. Learn how to improve negotiation skills that result in win/win outcomes.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Understand the key skills and processes necessary to gain buy-in for new initiatives • Identify, develop and deploy the interpersonal skills crucial to negotiating proactively • Use a style of negotiation that gains buy-in and is sincere and effective • Apply new skills to existing situations with greater confidence • Understand the value of planning and preparation to achieve buy-in and win/win results
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341077&componentTypeID=NFED&revisionDate=1287506820000

Course Title: Getting Results: The 4 Disciplines of Execution Executive Session*Table 2–30. Displays Getting Results: The 4 Disciplines of Execution Executive Session Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1527311
Course Format:	Live in Person
Course Description:	All leaders are ultimately hired to do one thing—get results. However executing strategic goals is the greatest challenge in organizations today. Aligning teams the organization with your most important objectives is a never-ending battle. In addition, keeping people engaged and focused on the top goals is critical. This session helps leaders understand the top drivers and impediments to delivering sustainable results and teaches a process for executing in the midst of the demanding “day-job.”
Target Audience:	Executives, Managers, Supervisors
Objectives:	<ul style="list-style-type: none"> Participants will learn the importance of and how to develop a culture of execution by implementing the following disciplines: 1) How to focus on the wildly important in the midst of the whirlwind of the day job, 2) How to identify and act on the lead measures, 3) How to create and maintain a compelling scoreboard, 4) How to create a cadence of accountability.
Course Affiliation:	Manager and Supervisory Training
Duration:	1 day
Max Class Size:	25+
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527311&componentTypeID=NFED&revisionDate=1305284880000

Course Title: Keynote: Great Work Great Career*Table 2–31. Displays Keynote: Great Work Great Career Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1329050
Course Format:	Live in Person
Course Description:	Great Work Great Career Keynote is presented as a highly participatory presentation for large groups. Jennifer Colosimo and Dr. Stephen R. Covey are co-authors of the book Great Work Great Career. These two hours will address ways to help you discover the unique passion, talents, and strengths you have to offer at work and inspire you to contribute and make the difference that only you can make. Participants will receive a copy of the book.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	Participants will learn techniques presented in the book on how to discover your unique passion, talents and strengths.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	180
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1329050&componentTypeID=NFED&revisionDate=1284550320000

Course Title: How to Develop and Deliver Dynamic Presentations*Table 2–32. Displays How to Develop and Deliver Dynamic Presentations Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339205
Course Format:	Live in Person
Course Description:	<p>Foundational/Intermediate proficiency</p> <p>In this course you will learn a step-by-step process for creating effective and engaging presentations. Activities include creating an audience profile, clarifying the presentation objective, composing the message, building the framework, creating openings and closings, preparing for and presenting to an audience, and creating different types of post-presentation follow-up. After completing the course, you will be able to capture and sustain audience interest, tailor your message, and deliver well-paced presentations that meet the demands of today's listener.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Incorporate the four “musts” for a presentation high in audience appeal • Complete an “Audience Profile” that gives you necessary information and insights to tailor your message to your audience • Define the objective of your presentation to keep your efforts on target • Keep the interest and the attention of an audience with a well-paced presentation that meets the demands of today's listener • Select the most suitable forms of audiovisual support and develop well-designed audiovisual aids for optimum impact • Prepare for and skillfully respond to questions • Identify types of post-presentation follow-up that may be applicable to fully satisfy your objective • Collect audience feedback and conduct self-evaluations, and apply the results to plans for further improvement • Avoid the most common complaints about presentations often expressed by people in an audience
Course Affiliation:	Career and Technical Training
Duration:	12 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAIL_S&componentID=1339205&componentTypeID=NFED&revisionDate=1286477520000

Course Title: Influencing Skills*Table 2–33. Displays Influencing Skills Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339207
Course Format:	Live in Person
Course Description:	<p>Intermediate proficiency</p> <p>In this course you will learn the techniques for expanding your personal influence in your organization, including overcoming obstacles and developing influencing strategies to help build relationships. After completing the course, you will know how to assess and influence situations, apply a situation-specific influence strategy, and be able to build more effective relationships and networks to enhance your ability to influence decision makers.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Assess a situation from your point of view and your audience's point of view • Determine your audience's need by actively listening, asking questions, gathering data, paraphrasing and summarizing • Assess your influence style and adapt to the style of others • Influence your manager or others in authority • Establish your credibility, assert yourself, and give and receive feedback • Use positive influencing language and nonverbal communication to your advantage • Say "no" and disagree professionally • Expand your sphere of influence and create a circle of champions • Plan and execute influencing strategies • Overcome obstacles such as difficult personalities, apathy, lack of credibility and resistance • Assess and work effectively with political dynamics
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339207&componentTypeID=NFED&revisionDate=1286477700000

Course Title: Influencing with Integrity*Table 2–34. Displays Influencing with Integrity Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341079
Course Format:	Live in Person
Course Description:	Throughout this one-day Hemsley Fraser course, participants will build an influence strategy for engaging, persuading, and securing the buy-in of people whose support and commitment is critical to the success of their influence situation.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify your preferred influencing style and use it to encourage people to willingly change their behavior • Relate information, views, and ideas to the needs and interests of others, thereby inspiring them to action • Identify the power your position brings to interactions with associates and consciously apply and/or modify that position power • Communicate in a more persuasive manner with associates, clients, customers, and individuals within the community • Build upon existing influencing skills and/or tactics
Course Course Affiliation	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341079&componentTypeID=NFED&revisionDate=1287507120000

Course Title: Leadership and Execution Fundamentals*Table 2–35. Displays Leadership and Execution Fundamentals Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1320974
Course Format:	Live in Person
Course Description:	This must-take FranklinCovey workshop developed exclusively for the VA teaches managers how to Inspire Trust, Clarify Purpose, Align Systems, and Unleash the Talents of their team. Participants are then taught a process to implement and achieve their most important goals.
Target Audience:	Managers, Supervisors, or intact teams looking to achieve their most important goals
Objectives:	<ul style="list-style-type: none"> • Identify strengths and weakness as a leader • Link your team’s “job to be done/purpose” strategic link and how it impacts the VA’s resources • Complete an action plan to increase personal and relationship trust • Write a team purpose statement • Define goals, and identify activities required to meet those goals
Course Affiliation:	Manager and Supervisory Training
Duration:	2 days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov//plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320974&componentTypeID=NFED&revisionDate=1277407560000

Course Title: Leadership Foundations*Table 2–36. Displays Leadership Foundations Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341142
Course Format:	Live in Person
Course Description:	This FranklinCovey workshop teaches managers and supervisors how to Inspire Trust, Clarify Purpose, Align Systems, and Unleash the Talents of their team.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	As a participant, you will learn how to analyze your strengths and weaknesses as a leader, as well as the basics of how to inspire the trust of those you lead, clarify the purpose of your team, align systems to achieve success, and identify the strengths and weaknesses.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1341142&componentTypeID=NFED&revisionDate=1287597120000

Course Title: Leading Across Generations*Table 2–37. Displays Leading Across Generations Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1527313
Course Format:	Live in Person
Course Description:	<p>Can Your Leaders Leverage the Differences Between Generations?</p> <p>For the first time in history, there are four distinct generations in the workforce: traditionalists, Baby Boomers, gen Xers, and Millennials all with their own perspectives, styles, and expectations. Unfortunately, where there are differences, often there are conflicts. In the past, leaders had to apply general conflict-resolution approaches to overcome the tension created by these differences. But what if leaders could leverage the differences between generations instead of just eliminating conflict?</p> <p>Great Leaders Tap Into the Unique Contributions of Each Generation</p> <p>FranklinCovey’s Leading Across Generations—a four-hour, instructor-led leadership-development module—gives leaders a profound understanding of the differences between generations. Participants receive a participant manual, generation and friction point cards and additional tools to help them effectively lead different generational groups.</p>
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<p>Participants will learn how to:</p> <ul style="list-style-type: none"> • Gain an understanding of the specific differences between the four generations in today’s workforce. • Learn how to engage the “whole person” in helping team members from every generation apply their unique talents and contribution. • Know how to conduct a “Whole-Person Engagement Conversation” to identify areas for improving engagement. • Resolve the “points of friction” where one generation’s style or perspective is likely to conflict with those of another generation.
Course Affiliation:	Manager and Supervisory Training
Duration:	Half Day
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527313&componentTypeID=NFED&revisionDate=1305285420000

Course Title: Leading at the Speed of Trust*Table 2–38. Displays Leading at the Speed of Trust Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318026
Course Format:	Live in Person
Course Description:	A highly interactive and very popular FranklinCovey workshop that engages leaders at all levels in the real work of identifying and closing the trust gaps that exist in your organization. Instead of paying outrageous “Trust Taxes,” your organization can begin to realize “Trust Dividends.” Doing business at the “speed of trust” dramatically lowers costs, speeds up results, and increases profits and influence. Participants receive a copy of the book “The Speed of Trust”.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of the class, participants will be able to clearly identify and integrate proven trust behaviors into their daily lives, create action plans for increasing their personal trustworthiness, the levels of trust among their teams, with other departments, and with the veterans they serve.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318026&componentTypeID=NFED&revisionDate=1276035420000

Course Title: Managing Self through Change*Table 2–39. Displays Managing Self through Change Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322003
Course Format:	Live in Person
Course Description:	This highly interactive and experiential Hemsley Fraser course provides actionable tools and techniques for people to succeed in a rapidly changing environment. These proven techniques help individuals navigate the ambiguity and complexities that come with change to remain active, engaged and productive. On a personal level, these tools can help to maintain a balanced perspective and vibrant personal life during periods of stress.
Target Audience:	All employee levels
Objectives:	<ul style="list-style-type: none"> • Acknowledge the necessity of change initiatives both from an organizational and a personal point of view • Assess the impact of changes on you and your team. Engage in change in a way that supports organizational processes • Develop the emotional resilience to stay focused during periods of change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322003&componentTypeID=NFED&revisionDate=1278417660000

Course Title: Managing Your Team through Change*Table 2–40. Displays Managing Your Team through Change Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322008
Course Format:	Live in Person
Course Description:	Effective leaders understand how to help team members succeed in a changing environment. This Hemsley Fraser course offers practical strategies for leaders to create a positive change environment and provides tools and techniques for leaders to identify and capitalize on opportunities created by change.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Explain the purpose and impact of effective change management in the context of: me, we, work, and world • Identify the various types of change that occur in organizations • Gain an awareness of typical emotional responses to change • Recognize that there is often a typical journey of change and learn how to gauge where you and your colleagues may be in this cycle • Develop strategies to overcome fears, break patterns and remove barriers to effective organizational transformation
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322008&componentTypeID=NFED&revisionDate=1278421320000

Course Title: Meeting Advantage*Table 2–41. Displays Meeting Advantage Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1320962
Course Format:	Live in Person
Course Description:	Meetings are a key component of business. Unfortunately, too many meetings wander aimlessly and produce no action items. In this FranklinCovey workshop participants learn the essential requirements of conducting an effective meeting.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of this course, participants will know how to plan effectively before a meeting, focus productively during a meeting, and follow through successfully after the meeting.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320962&componentTypeID=NFED&revisionDate=1277403720000

Course Title: Negotiating Techniques*Table 2–42. Displays Negotiating Techniques Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1339208
Course Format:	Live in Person
Course Description:	<p>Advance proficiency</p> <p>In this course you will learn how to create win-win situations and improve work relationships. The course focuses on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process. After completing the course, you will be able to develop and implement innovative approaches to negotiating in an array of work environments and use proven strategies to improve work relationships and sell your ideas.</p>
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Differentiate among negotiation, mediation and arbitration principles and techniques • Assess the conflict management styles of others • Use proven strategies to improve work relationships and sell your ideas to others • Apply principle-centered negotiation techniques in the workplace
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1339208&componentTypeID=NFED&revisionDate=1286478060000

Course Title: POWER – Providing Outreach While Enhancing Resiliency and Readiness

Table 2–43. Displays POWER – Providing Outreach While Enhancing Resiliency and Readiness

Course Details	Descriptions
TMS Item Number:	NFED 1692312
Course Format:	Live in Person
Course Description:	POWER was developed by EUCOM, ERMIC and FranklinCovey to meet the needs of military caregivers. The program is intended to prevent burnout and secondary trauma and build resiliency in military family members and caregivers. If a caregiver is already experiencing difficulty, this workshop would help him or her to identify challenges and to encourage them to get help. “Caregivers” are identified broadly to include family members, healthcare practitioners, chaplains, social workers, psychologists, FRG leaders and volunteers. This 8 hour course includes an inventory which people do online or in session to assess how satisfied they are with their resiliency thresholds and whether they have markers associated with burnout and secondary trauma. Most of the day is spent learning strategies for preventing and alleviating challenges associated with caregiving. Examples of strategies are learning to practice “whole person” self-care and writing a resiliency statement. The day concludes with making a plan for helping the learning to stick.
Target Audience:	All VA Employees
Objectives:	<p>The purpose of this program is to explore ways to rejuvenate ourselves through self-care. To do this we must first love and care for ourselves and then, from a position of strength, we can care for others. This session explores ways to renew and rejuvenate from a whole-person perspective. Attendees will:</p> <ul style="list-style-type: none"> • Asses their personal level of compassion satisfaction, fatigue and burnout • Increase understanding of Compassion Fatigue and its markers • Learn skills to improve their personal and professional quality of life • Build their personal resiliency action plans and work-life balance skills
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1692312&componentTypeID=NFED&revisionDate=1306970460000

Course Title: Presentation Advantage*Table 2–44. Displays Presentation Advantage Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1320963
Course Format:	Live in Person
Course Description:	Whether it is a sales presentation or a shareholder video conference, presentations must be designed with clarity and delivered with confidence. Let FranklinCovey help you with the secrets of effective presentations and how to deliver them with excellence.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of this course, you will be able to identify quality presentation standards, analyze your presentation audience, and develop a quality presentation.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320963&componentTypeID=NFED&revisionDate=1277403780000

Course Title: Project Management*Table 2–45. Displays Project Management Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318035
Course Format:	Live in Person
Course Description:	This FranklinCovey one-day workshop teaches a four-step process for skillfully managing projects large or small: Visualize, Plan, Implement, and Close. This proven approach helps you craft and deliver high-quality projects on time and within budget.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	You will be able to identify strategies to decrease project costs, hit project deadlines, strengthen project team cooperation, and improve early recognition of potential problems.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318035&componentTypeID=NFED&revisionDate=1276040340000

Course Title: Project Management: A Practical Approach*Table 2–46. Displays Project Management: A Practical Approach Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1512311
Course Format:	Live in Person
Course Description:	This project management training course is taught as a two-day, facilitator-led process, and encourages attendees to focus on their own current projects for a truly hands-on experience. The two-day training is ideal for project managers and coordinators who work on more complex projects and whose jobs are increasing in responsibility. Participants learn all of the skills from the one-day project management training course, plus they will: 1) process the projects they bring to the workshop; 2) analyze complex projects using additional resources such as Gantt charts and project-initiation tools; 3) learn to balance constraints like time, schedule, and resources; 4) identify ways to control and track communication; and 5) analyze project-related risks and create a “hotspots” plan.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	FranklinCovey's project management workshop teach a four-step process for skillfully managing projects large or small: Visualize, Plan, Implement, and Close. This proven approach helps project managers and their teams craft and deliver high-quality projects on time and within budget. If developed and applied effectively to each project in your organization, skillful project management can mean the difference between mediocre and phenomenal results.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 Days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1512311&componentTypeID=NFED&revisionDate=1305198660000

Course Title: Scorecard for Change: Demonstrating Success*Table 2–47. Displays Scorecard for Change: Demonstrating Success Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371066
Course Format:	Live in Person
Course Description:	It is no longer sufficient to manage an organization by a narrowly defined set of financial or budgetary metrics. Particularly in times of rapid change, managers must learn to measure performance from multiple points of view to ensure that an organization can grow and adapt to new demands. This course introduces the essential tools of the Balanced Scorecard to help managers translate strategy into operational terms, make strategy a continual process and mobilize change through effective leadership.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Describe the importance of creating a measurement system that incorporates a range of strategic indicators • Identify strategic measures which are particularly important during times of rapid organizational change • Define measures that capture both the “hard” and the “soft” indicators of success • Integrate new approaches to measurement with existing measurement plans • Create an action plan for building change oriented measurement into the operating agenda of the organization
Course Affiliation:	Transformational Leadership
Duration:	4 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371066&componentTypeID=NFED&revisionDate=1298984820000

Course Title: **The 4 Disciplines of Execution Manager Certification and Implementation Process**

Table 2–48. Displays The 4 Disciplines of Execution Manager Certification and Implementation Process Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1527310
Course Format:	Live in Person
Course Description:	All leaders today are tasked with doing more with less. Resources are being constrained more and more while at the same time demand for excellent services are rising exponentially. Time after time senior leadership announces a new strategic plan, program, or initiative only to have it fall short of expectations or worse fail. The ability to execute is ultimately the most important leadership competency and the one that leaders have the least amount of training to do. This process is a series of training and work sessions reaching from the most senior levels of the operation down to the front line. Gaps to execution are identified and a plan to close them is implemented. Additionally, a deliberate and steady process to drive consistent and reliable execution is taught while working on the real work of the “day-job. This is not traditional training. Leaders are certified in a proven process that drives execution of the organizations most important goals now and in the future.
Target Audience:	Executives, Managers, Supervisors, Associates
Objectives:	Participants at all levels of the operation will participate at appropriate levels and at different times during the process. All will receive the appropriate training and support need to drive the execution of identified strategic initiatives. While instituting a culture focusing on the following disciplines. 1) How to focus on the wildly important, 2) How to identify and act on the lead measures and behaviors, 3) How to implement and align work around a compelling scoreboard, 4) How to create a system and cadence of accountability from the front line to the executive offices.
Course Affiliation:	Manager and Supervisory Training
Duration:	20 Days total across all departments
Max Class Size:	Up to all employees in the operation
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527310&componentTypeID=NFED&revisionDate=1305284160000

Course Title: The 5 Choices: Achieving Extraordinary Results in Work and Life

Table 2–49. Displays The 5 Choices: Achieving Extraordinary Results in Work and Life Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1527312
Course Format:	Live in Person
Course Description:	Today's world makes it possible to achieve results that are truly extraordinary...or it can sink you faster than ever. The key is in the choices you make. This time and life management workshop will help you make the right choices as you plan your day, week and life. You will align your daily and weekly tasks with the most important goals. You will move from being buried alive to extraordinary productivity!
Target Audience:	Executives, Managers, Supervisors, Associates
Objectives:	Participants will learn to 1-Act on the Important, 2-Go for the Extraordinary, 3-Schedule the Big Rocks, 4-Rule your Technology, and 5-Fuel the Fire.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 Days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527312&componentTypeID=NFED&revisionDate=1305285240000

Course Title: The 7 Habits of Highly Effective People for Managers

Table 2–50. Displays The 7 Habits of Highly Effective People for Managers Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1322047
Course Format:	Live in Person
Course Description:	This powerful FranklinCovey two-day workshop uses the same transforming principles that have led the world's foremost business leaders to the professional and personal success needed to manage in the ever changing VA environment and climate.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Focus on critical priorities. Learn to correctly judge the goals your efforts should be focused on and to use daily and weekly planning to maintain that focus • Define the contribution you want to make. Have a specific image of what you want to accomplish as a manager and a clear vision of how to do so • Communicate effectively. Communicate so effectively with others that you not only accomplish more, but also raise the levels of trust and fulfillment within your team
Course Affiliation:	Manager and Supervisory Training
Duration:	16 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1322047&componentTypeID=NFED&revisionDate=1278505680000

Course Title: The 7 Habits of Highly Effective People Signature Course*Table 2–51. Displays The 7 Habits of Highly Effective People Signature Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318028
Course Format:	Live in Person
Course Description:	In FranklinCovey's The 7 Habits of Highly Effective People Signature Program, participants learn how to: take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration, and apply principles for achieving a balanced life.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of this class, participants will be able to recognize how to meet others' needs, increase their accountability and innovation, communicate in ways that lead to fair and positive outcomes, and realize their full potential in any role.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318028&componentTypeID=NFED&revisionDate=1276037040000

Course Title: What Customers Really Want*Table 2–52. Displays What Customers Really Want Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1352212
Course Format:	Live in Person
Course Description:	Foundational proficiency In this course, through activities and exercises, you will learn ways to build positive relationships with your customers, the do's and don'ts of electronic communications, and how to use technology to further customer relationships. After completing the course, you will be able to effectively handle difficult situations and make every interaction with customers a positive experience.
Target Audience:	Non-managers and non-supervisors: Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	<ul style="list-style-type: none"> • Understand customer service and service excellence • Know the basics of service excellence • Explain why customer service is important to you, your organization and your customers
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1352212&componentTypeID=NFED&revisionDate=1291234680000

Course Title: Working at the Speed of Trust*Table 2–53. Displays Working at the Speed of Trust Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322010
Course Format:	Live in Person
Course Description:	This popular FranklinCovey workshop for supervisors helps individuals identify and address “trust gaps” in their own personal credibility and in their relationships at work. Using examples based on their current work and focusing on real-world issues, participants discover how to communicate transparently with peers and managers, improve their track record of keeping commitments, focus on improving internal “customer service” with others who depend on their work, build team trust and much more strategies.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	Participants will be able to develop plans to improve personal credibility and relationships, create a “pit crew” mentality on the team, and implement critical customer service.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1322010&componentTypeID=NFED&revisionDate=1278421740000

Course Title: Writing Advantage*Table 2–54. Displays Writing Advantage Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318029
Course Format:	Live in Person
Course Description:	This essential live FranklinCovey workshop helps individuals learn how to: 1) organize initial ideas around a clear purpose; 2) structure a prototype based on solid writing standards; 3) evolve their prototype into a draft document; 4) review and refine the draft against formal standards; 5) produce a final and collaborative edit of their draft.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of this class, participants will be able to analyze the audience for their writing, identify quality writing standards, and develop quality presentations.
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318029&componentTypeID=NFED&revisionDate=1276037760000

2.2 Live Webinars

Course Title: **4 Imperatives of Great Leaders**

Table 2–55. Displays 4 Imperatives of Great Leaders Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318052
Course Format:	Live Webinar
Course Description:	Organizations that want to retain their best must have leaders who understand the radically new paradigm from which the knowledge worker operates. This FranklinCovey LiveClicks webinar workshop teaches that foundation for leaders to think, act, and lead from this new paradigm. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to assess your leadership skills and create an action plan. You will also have the tools and skills to help you lead, support, and inspire a talented, valuable workforce.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318052&revisionDate=1276098840000&revisionNumber=1&title

Course Title: 7 Habits Jumpstart 1-3*Table 2–56. Displays 7 Habits Jumpstart 1-3 Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318048
Course Format:	Live Webinar
Course Description:	In this first LiveClicks webinar in a series of two by FranklinCovey, learn to take initiative, manage change, and define your mission, vision, and values. Effective time management skills are also emphasized, including effective planning and prioritization skills, balancing key priorities, and using planning tools effectively. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to examine outcomes before acting, focus on top priorities, and reduce or eliminate unimportant activities.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318048&revisionDate=1276098000000&revisionNumber=1&title

Course Title: 7 Habits Jumpstart Habits 4-7*Table 2–57. Displays 7 Habits Jumpstart Habits 4-7 Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318050
Course Format:	Live Webinar
Course Description:	In this second FranklinCovey LiveClicks webinar in the series of two, you will learn how to build high-trust, productive relationships and effective teams by applying effective interpersonal communication techniques. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of the class, you will be able to collaborate and problem solve, as well as to Sharpen the Saw, achieve life balance, and learn continuously.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318050&revisionDate=1276098420000&revisionNumber=1&title

Course Title: Building Agreement Out of Conflict*Table 2–58. Displays Building Agreement Out of Conflict Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341046
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.”
Course Description:	Conflict and disagreement can be a huge barrier to getting things done. People have different views and regardless of which view is right, if people dig their heels in you can end up at stalemate. Don’t let conflict stress you – it can be a positive. This Hemsley Fraser webinar looks at ways in which you can positively manage conflict, and helps you weigh up all the options rationally to come up with the approach that delivers the best outcome. Participants will delve into common reasons for workplace conflict, learn five conflict handling modes, and prepare to handle real-life conflict by practicing on several scenarios.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Identify common reasons for workplace conflict • Choose appropriate responses to different kinds of conflict • Recognize others’ conflict management styles • Use conflict-management skills to maintain momentum during times of change
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341046&componentTypeID=NFED&revisionDate=1287495300000

Course Title: Business Writing Skills*Table 2–59. Displays Business Writing Skills Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318034
Course Format:	Live Webinar
Course Description:	Set writing standards that help you and your team increase productivity, resolve issues, avoid errors, and heighten credibility. This FranklinCovey LiveClicks webinar workshop demonstrates a proven writing process that will help you cut through the clutter. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	By the end of this class, you'll know how to write faster with more clarity, and gain skills for revising and fine-tuning every kind of document.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318034&revisionDate=1276039860000&revisionNumber=1&title

Course Title: Clarifying Your Team's Purpose and Strategy*Table 2–60. Displays Clarifying Your Team's Purpose and Strategy Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318051
Course Format:	Live Webinar
Course Description:	Clarity at every level is critical to an organization's success. In this FranklinCovey LiveClicks webinar, you will gain a clear understanding of your own purpose and how your job fits into your organizations and department strategy and mission. You will also learn how to create a crystal-clear strategy for achieving team goals as they relate to the organization's mission and financial success. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class you will be able to create a compelling purpose for your team by defining: the job you are hired to do, how your work links to the VA's strategy, and how you impact the VA's resource/financial model.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318051&revisionDate=1276098540000&revisionNumber=1&title

Course Title: Leading Virtual Teams*Table 2–61. Displays Leading Virtual Teams Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1371067
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	Remote or virtual teams are no longer the exception. Increasingly, organizations are using teams that are physically or geographically dispersed or who work at different times of day: it is simply the way that business is being done. This course specifically addresses the challenges of working with remote or virtual teams. It directly addresses some of the special challenges of virtual teams including communication, engagement, motivation, and managing performance. This course will specifically address challenges of working with teams that work across multiple organizations as well as multiple levels of expertise and responsibility.
Target Audience:	Managers and Supervisors
Objectives:	<ul style="list-style-type: none"> • Identify what virtual team members need and expect from virtual team leaders • Describe three critical strategies for leading effective virtual teams • Apply key techniques to build trust with and among team members • Identify and use technology-based tools to build the effectiveness of virtual teams • Identify and respond to the particular requirements of virtual teams which arise during periods of rapid organizational change
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371067&componentTypeID=NFED&revisionDate=1298985120000

Course Title: Meetings That Move Things Forward*Table 2–62. Displays Meetings That Move Things Forward Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341047
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	During this Hemsley Fraser interactive webinar participants will examine the principles of a good agenda, use tips for getting their message across and engage in active skills practice.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Use criteria to decide whether or not to meet • Develop a results focused meeting Outcome Statement • Plan an agenda for an effective meeting • Use positive meeting behaviors to keep the meeting on track • Use guidelines to determine the best approach to deal with difficult behavior productively • Take action to make change initiative meetings more effective
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341047&componentTypeID=NFED&revisionDate=1287495720000

Course Title: Organizational Trust*Table 2–63. Displays Organizational Trust Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318057
Course Format:	Live Webinar
Course Description:	Enable your team to succeed. This FranklinCovey LiveClicks webinar workshop helps individual contributors and leaders learn how to leverage trust within their work teams and organizations as well as how to align internal systems and process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	Upon completing this class, you will know how to make trust-building an explicit goal with measurable results.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318057&revisionDate=1276100220000&revisionNumber=1&title

Course Title: Project Management Fundamentals*Table 2–64. Displays Project Management Fundamentals Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318033
Course Format:	Live Webinar
Course Description:	This LiveClicks webinar workshop by FranklinCovey helps participants use proven methods for keeping projects on schedule and on budget, increase buy-in to avoid unnecessary delays and rework, recognize and avoid potential “hot spots,” and use tools for increasing collaboration, communication, and accountability. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, participants will know strategies to decrease project costs, hit project deadlines, strengthen cooperation and buy-in from team members and stakeholders, and improve early recognition of potential problems and issues.
Course Affiliation:	Supervisory and Management Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318033&revisionDate=1276039560000&revisionNumber=1&title

Course Title: Relationship Trust*Table 2–65. Displays Relationship Trust Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318056
Course Format:	Live Webinar
Course Description:	Build trust within your team and improve your results. In FranklinCovey's Relationship Trust: Building Strong Teams and Relationships at Work LiveClicks webinar workshop you will learn to resolve conflicts, empower others, improve business relationships, and achieve business results through increased trust. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to identify relationships that could benefit from increased trust, use the 13 Behaviors of High Trust to build strong relationships, and create a Trust Action Plan.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318056&revisionDate=1276099860000&revisionNumber=1&title

Course Title: Release the Pressure*Table 2–66. Displays Release the Pressure Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322012
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	Periods of rapid change in organizations can be a great source of stress. Managing stress in ways that maintain focus and momentum is a key to finding opportunities for productive contributions during times of change. This 2-hour Hemsley Fraser webinar offers quick and useable tools to help individuals identify their own personal sources of stress and develop a successful strategy for handling pressure.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Describe the dynamics of stress • Appreciate how change impacts stress levels • Identify stressors in your life • Recognize signs of stress in your life • Call on new techniques to manage stress
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322012&componentTypeID=NFED&revisionDate=1278422820000

Course Title: Self Trust for Leaders*Table 2–67. Displays Self Trust for Leaders Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318055
Course Format:	Live Webinar
Course Description:	This powerful FranklinCovey webinar teaches the 4 Cores of Credibility. Participants learn how to use the 4 Cores to identify areas to improve trustworthiness and improve personal credibility. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	You will come away from this webinar able to use the Trust Action Plan tool to increase your personal credibility with your team members.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318055&revisionDate=1276099740000&revisionNumber=1&title

Course Title: [Shortcut to Creativity](#)*Table 2–68. Displays Shortcut to Creativity Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1322013
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	Change in an organization provides many opportunities to think creatively and do things in new ways – but individuals often don't know how to take full advantage of these opportunities. This 2-hour Hemsley Fraser webinar provides some quick and effective techniques to use creative thinking skills to make the most of new opportunities that arise during times of rapid change.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Identify organizational challenges that can be addressed through creative and innovative approaches • Use tools, tips, and techniques that will help you to clarify issues, identify options and find creative solutions • Make more effective use of creative thinking skills • Become a creator of change instead of a responder
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1322013&componentTypeID=NFED&revisionDate=1278423180000

Course Title: Speed of Trust Foundation*Table 2–69. Displays Speed of Trust Foundation Course Details*

Course Details	Descriptions
TMS Item Number:	NFED1318054
Course Format:	Live Webinar
Course Description:	As a leader learn why building a high-trust work environment must be as essential as any other measurable economic goal of the organization. You'll leave with a renewed commitment to become more credible and to extend trust to others. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	You'll also discover how to start improving a key relationship by creating a Relationship Trust Action Plan (TAP), create symbols of trust within your organization and start working on your Organizational TAP.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318054&revisionDate=1276099500000&revisionNumber=1&title

Course Title: The Diversity Advantage*Table 2–70. Displays The Diversity Advantage Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318058
Course Format:	Live Webinar
Course Description:	Create a workplace that views each employee as unique and able to make an irreplaceable contribution. This LiveClicks webinar workshop by FranklinCovey will demonstrate how to increase understanding and gain deeper trust, communicate more productively, achieve higher levels of collaboration, and increase creativity and innovation. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to identify the advantages that come from diversity, and identify specific team members you need to work with on different diversity issues.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318058&revisionDate=1276100580000&revisionNumber=1&title

Course Title: Time Management for Blackberry*Table 2–71. Displays Time Management for Blackberry Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318031
Course Format:	Live Webinar
Course Description:	This LiveClicks webinar workshop by FranklinCovey uses your Blackberry smartphone to help you develop a reliable planning system, prioritize competing demands, recognize and eliminate distractions, and master a proven goal-setting process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will know how to properly use shortcut keys, your home screen, the Agenda Calendar View, the Task List, and search. You will also be able to distinguish between urgent and important tasks, better manage profiles, and change the Dial from Home Screen.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318031&revisionDate=1276038960000&revisionNumber=1&title

Course Title: Time Management Fundamentals*Table 2–72. Displays Time Management Fundamentals Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318032
Course Format:	Live Webinar
Course Description:	Learn powerful principles from FranklinCovey, the leader in productivity, that help you identify and clarify your values, set goals, and plan regularly in order to accomplish what matters most. What's more, you gain an enduring, values-based foundation for everything you do. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to distinguish between urgent and important tasks, identify key roles, determine priorities, and complete both a Weekly Compass and a Planning System Builder.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318032&revisionDate=1276039380000&revisionNumber=1&title

Course Title: Time Management for Microsoft Outlook*Table 2–73. Displays Time Management for Microsoft Outlook Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318030
Course Format:	Live Webinar
Course Description:	Learn how to stop living in your inbox and achieve more by prioritizing tasks, messages, and appointments. This LiveClicks webinar workshop by FranklinCovey helps you develop a reliable planning system, prioritize competing demands, recognize and eliminate distractions, and master a proven goal-setting process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to manage email more effectively using, colors, categories, and the rules wizard to your advantage. You will also be able to archive, use the search function, and set up a Master Task list.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318030&revisionDate=1276038600000&revisionNumber=1&title

Course Title: Unleashing Your Team's Talent*Table 2–74. Displays Unleashing Your Team's Talent Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1318053
Course Format:	Live Webinar
Course Description:	To unleash this new generation's talent and get results, leaders must have a new mind-set, skill-set, and tool-set. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	Leaders that participate in this FranklinCovey LiveClicks webinar workshop will be able to gain consistent achievement of goals through proven processes and will learn how to identify team members with whom they need to have Leadership Conversations.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/admin/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318053&revisionDate=1276099260000&revisionNumber=1&title

Course Title: When to Say No – Focusing for Success*Table 2–75. Displays When to Say No – Focusing for Success Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341049
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	During this Hemsley Fraser webinar, participants will identify their fears using an on-line game, investigate their options using the 4D approach, discover the formula to be a HERO and conduct a skills practice session.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Ask questions to help clarify a work request • Assess the work request against current goals and priorities • Consider the situation and recommend a solution that is consistent with current goals and priorities • When appropriate, decline the request in a manner that maintains trust and preserves the relationship • Evaluate and focus on priorities in a way that positively supports change
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341049&componentTypeID=NFED&revisionDate=1287496320000

Course Title: Winning People Over*Table 2–76. Displays Winning People Over Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341053
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	During this Hemsley Fraser webinar, participants will look at a range of psychological “rules” for persuasion developed by our insightful “Professor.” They will take part in a range of practical activities to examine and practice using these tools.
Target Audience:	Employees at all levels
Objectives:	<ul style="list-style-type: none"> • Recognize common techniques you currently use to influence others • Identify four additional techniques to successfully influence others • Use a structured approach to influencing others • Positively impact organizational change through effective use of influence and persuasion
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341053&componentTypeID=NFED&revisionDate=1287496740000

3 Change Academy

Course Title: [Change Academy](#)

Table 3–1. Displays Change Academy Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1476318
Course Format:	Live in Person
Course Description:	<p>Want to bring transformational leadership to your facility, region or network? We customize a Change Academy to address specific interests, problem solving or strategic initiatives for any leadership teams. The recommended time commitment ranges from 3 to 5 days; however, we can work with you to meet your objectives. This interactive academy is structured to create new ways of thinking through the following underlying approach and objectives:</p> <ul style="list-style-type: none"> • Interactive experiences that viscerally create new understanding • Opportunities to stretch thinking and build new relationships both with peers and senior officials that lead to continuous improvement
Target Audience:	Organizational Leadership and Staff
Objectives:	<ul style="list-style-type: none"> • Question assumptions and explore new and different options • Drive innovative thinking • Clarify goals and action plans and build momentum • Commit to personal change as well as possess the capability to facilitate change in other individuals and teams
Course Affiliation:	Transformational Leadership
Duration:	Varies
Max Class Size:	Varies
Registration Link:	VALU.Training@va.gov

4 Change Certificate Programs

Course Title: Recognizing and Contributing to Change Initiatives: Personal Focus

Table 4–1. Displays Recognizing and Contributing to Change Initiatives: Personal Focus Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341042
Course Format:	Live In Person
Course Description:	The Personal Focus Certificate program provides skill development in understanding and adapting to change. The program prepares an individual to recognize and embrace change both in the workplace and in life. Various exercises, tools and strategies are introduced to provide a basic foundation for managing personal change.
Target Audience:	Non-managers and non-supervisors; suitable for entry level personnel
Objectives:	<ul style="list-style-type: none"> • Identify the transitions you personally need to make to deal with change in your organization • Build your personal resilience in the face of a changing work environment • Use different thinking styles to identify creative opportunities • Encourage and support change initiatives that lead to successful change
Course Affiliation:	Transformational Leadership
Duration:	2 days
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341042&componentTypeID=NFED&revisionDate=1287493620000

Course Title: [Becoming a Leader of Change Initiatives: Advanced Personal Focus](#)*Table 4–2. Displays [Becoming a Leader of Change Initiatives: Advanced Personal Focus](#) Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341043
Course Format:	Live In Person
Course Description:	The Advanced Personal Focus Certificate program provides skill development in understanding and adapting to change. The program prepares an individual to recognize and embrace change by identifying tools and techniques that assess risk and opportunity, build influence, and focus on success even while learning to say no and develop meetings that move things forward. This program provides a deeper understanding of change and its effect on people and organizations.
Target Audience:	Supervisors; suitable for mid-career personnel
Objectives:	<ul style="list-style-type: none"> • Assess the impact of changes on you and your team. Engage in change in a way that supports organizational processes • Identify the various types of change that occur in organizations • Construct an action plan clearly outlining the thinking process, conclusions, and recommendations
Course Affiliation:	Transformational Leadership
Duration:	4 days
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341043&componentTypeID=NFED&revisionDate=1287494220000

Course Title: Leading Change Initiatives: Orchestrating as a Team Leader*Table 4–3. Displays Leading Change Initiatives: Orchestrating as a Team Leader Course Details*

Course Details	Descriptions
TMS Item Number:	NFED 1341045
Course Format:	Live In Person
Course Description:	The Orchestrating as a Team Leader Certificate program provides a systematic methodology that takes advantage of creative problem solving techniques to generate workable solutions to organizational challenges. The course guides you through a proven process that builds creative and innovative skills that can be directly applied to organizational improvement. In today's environment of rapid change, creativity and innovation are becoming the hallmarks of cutting edge organizations. This course teaches practical and proven tools that use creativity and innovation as a practical way to approach organizational challenges. This version focuses on approaches to team problem solving that can be implemented by any team working in an organizational environment.
Target Audience:	Supervisors and Managers
Objectives:	<ul style="list-style-type: none"> • Adapt your existing leadership skills into a more empowered and creative approach to leadership • Develop your ability to think in visionary terms • Understand the issues and dilemmas facing organizations at a strategic level • Recognize the key principles of process management • Set objectives and manage performance in relation to the organization as a whole
Course Affiliation:	Transformational Leadership
Duration:	5 days
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1341045&componentTypeID=NFED&revisionDate=1287494940000

5 Web-Based Training

The following e-learning courses are available online at <https://www.tms.va.gov> at any time.

Course Title: [Advanced Data Management in Excel 2007](#)

Table 5–1. Displays Advanced Data Management in Excel Course Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 854916
Course Format:	Web-based
Course Description:	Excel 2007 provides multiple features for organizing and managing data, so you can ensure data is entered correctly and that calculations and formulas are valid. Data organization features enable you to sort, filter, and group and outline data so that you can focus on the key parts of your data. Validation features ensure that data is correct, that it is entered in the proper format, and that formulas are working correctly, all of which are vital in maintaining accurate records. This course explores organizing and subtotaling data in Excel 2007 using the available features. It also covers data validation, including error messages, invalid data prevention, formula auditing, error checking, and the Watch window.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=854916&componentTypeID=NFED&revisionDate=1240922580000

Course Title: Analyzing Data in Excel 2007*Table 5–2. Displays Analyzing Data in Excel 2007 Course Details*

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 868926
Course Format:	Web-based
Course Description:	Excel 2007 provides powerful data analysis tools that enable you to explore large amounts of data and to make educated business decisions based on that data. This course covers advanced data analysis features, such as PivotTable and PivotChart reports, Goal Seek, Solver, scenarios, data tables and OLAP.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=868926&componentTypeID=NFED&revisionDate=1241026620000

Course Title: Basic Presentation Skills: Creating a Presentation*Table 5–3. Displays Basic Presentation Skills: Creating Presentation Course Details*

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentation
TMS Item Number:	NFED 1628310
Course Format:	Web-based
Course Description:	This course describes how to make these key parts of a presentation the introduction, support content, and conclusion memorable and effective. It also explains the purposes for which different presentation aids are used, as well as how to use visuals appropriately. Finally, this course describes how to rehearse a presentation, a key step in building confidence for the real thing.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1628310&componentTypeID=NFED&revisionDate=1306419840000

Course Title: Basic Presentation Skills: Delivering a Presentation*Table 5–4. Displays Basic Presentation Skills: Delivering a Presentation Course Details*

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentation
TMS Item Number:	NFED 1630310
Course Format:	Web-based
Course Description:	This course describes how to make your delivery successful and memorable. It covers techniques for managing stage fright, the biggest problem most speakers have. It also explains how to set the right environment for your presentation by making the right choices about room layout and by preparing the room, including the equipment, lighting, and temperature. You'll also find out how to use your voice and body language to deliver your message clearly and effectively. Finally, the course outlines guidelines for handling audience questions, an area most speakers are also very concerned about. After all, how credible the audience finds you can be swayed by how effectively you answer the difficult questions that come up.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1630310&componentTypeID=NFED&revisionDate=1306420680000

Course Title: Basic Presentation Skills: Planning a Presentation*Table 5–5. Displays Basic Presentation Skills: Planning a Presentation Course Details*

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentation
TMS Item Number:	NFED 1376087
Course Format:	Web-based
Course Description:	Even the most seasoned public speakers can experience nerves before a major presentation. The successful ones, however, have learned how to make those nerves work for them. Positive concern about the impact of a presentation can spur presenters to raise their game, enabling them to get the desired results. For example, a presentation can be immeasurably improved if you devote sufficient time and attention to three key steps - analyzing your audience, organizing your ideas, and selecting an appropriate presentation method. This course describes how to plan effectively for a presentation by carrying out these steps.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1376087&componentTypeID=NFED&revisionDate=1302194700000

Course Title: Business Analysis: Enterprise Analysis*Table 5–6. Displays Business Analysis: Enterprise Analysis Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275011
Course Format:	Web-based
Course Description:	As prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), this course provides an overview of enterprise analysis. Specifically, this course details defining business needs and gaps, assessing capability gaps, and determining a solution approach. This course also provides an overview of defining solution scope and defining a business case for gathering data and being persuasive in arguments for a proposed solution.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1275011&componentTypeID=NFED&revisionDate=1264790700000

Course Title: Business Analysis: Introduction to Business Analysis Planning*Table 5–7. Displays Business Analysis: Introduction to Business Analysis Planning Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274995
Course Format:	Web-based
Course Description:	This course provides an overview for planning a business analysis approach using techniques like the decision analysis approach, process modeling and structured walkthroughs as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide). This course also provides an overview of conducting a stakeholder analysis, including techniques such as RACI matrices and stakeholder maps. Finally, techniques for planning business analysis activities, such as estimating required efforts, are introduced.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1274995&componentTypeID=NFED&revisionDate=1264786500000

Course Title: Business Analysis: Introduction to Requirements Analysis*Table 5–8. Displays Business Analysis: Introduction to Requirements Analysis Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275015
Course Format:	Web-based
Course Description:	This course covers methods for prioritizing requirements, such as a MoSCoW analysis, and introduces the use of techniques like data flow diagrams to organize requirements. The course also explains using techniques like nonfunctional requirements analysis and state diagrams for specifying and modeling requirements.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1275015&componentTypeID=NFED&revisionDate=1264791660000

Course Title: Business Analysis: Requirements Elicitation*Table 5–9. Displays Business Analysis: Requirements Elicitation Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274999
Course Format:	Web-based
Course Description:	This course introduces the importance of activities like brainstorming to prepare for requirements elicitation. Techniques for conducting requirements elicitation, such as document and interface analyses, are also covered. Finally, this course details how to document elicitation results through techniques like prototyping, and how to conduct interviews in order to confirm elicitation results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1274999&componentTypeID=NFED&revisionDate=1264788180000

Course Title: Business Analysis: Requirements Management and Communication

Table 5–10. Displays Business Analysis Requirements Management and Communication Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275008
Course Format:	Web-based
Course Description:	This course provides an overview of managing solution scope and requirements using techniques like base lining and problem tracking as prescribed in <i>A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide)</i> . This course also covers maintaining and preparing requirements with a requirements package, and communicating requirements through requirements workshops and structured walkthroughs.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1275008&componentTypeID=NFED&revisionDate=1264789080000

Course Title: Business Writing: Editing and Proofreading*Table 5–11. Displays Business Writing: Editing and Proofreading Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Writing Clear Writing through Critical Thinking Effective Written Communications
TMS Item Number:	NFED 1278128
Course Format:	Web-based
Course Description:	Taking the time to edit and proofread your writing will help you produce more focused, polished and effective business documents. This course highlights the importance of editing and proofreading your business documents. It describes some key areas to consider when editing – such as tone, structure, clarity and accuracy. You will also explore ways to proofread effectively. In particular, you will find out about some of the most common grammatical, punctuation and spelling mistakes people make.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278128&componentTypeID=NFED&revisionDate=1265654280000

Course Title: Business Writing: How to Write Clearly and Concisely

Table 5–12. Displays Business Writing: How to Write Clearly and Concisely Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Writing Clear Writing through Critical Thinking
TMS Item Number:	NFED 1278127
Course Format:	Web-based
Course Description:	This course describes ways to make your writing clearer. Specifically, it covers the importance of using short, familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases. The course also discusses ways to be more concise and explains some best practices for organizing content logically and appropriately.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278127&componentTypeID=NFED&revisionDate=1265654100000

Course Title: Business Writing: Know Your Readers and Your Purpose*Table 5–13. Displays Business Writing: Know Your Readers and Your Purpose Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Writing Effective Written Communications
TMS Item Number:	NFED 1278126
Course Format:	Web-based
Course Description:	Knowing your purpose will focus your message, making it clear to readers why it is important to them. In addition, identifying your audience and your purpose will guide you in selecting an appropriate tone for your business message. This course addresses ways to identify your readers and to create messages that convey the appropriate tone for different reader roles. It also outlines how to write effectively for the three most common reasons to write a business document – to inform, respond or persuade.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278126&componentTypeID=NFED&revisionDate=1265653920000

Course Title: Creating a Customer-Focused Organization*Table 5–14. Displays Creating a Customer-Focused Organization Course Details*

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service Customer Service Excellence
TMS Item Number:	NFED 1327042
Course Format:	Web-based
Course Description:	This Challenge Series exercise considers the many ways that business organizations can serve their customers - internal and external.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1327042&componentTypeID=NFED&revisionDate=1281487080000

Course Title: Critical Thinking (Interactive video)*Table 5–15. Displays Critical Thinking Course Details*

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking
TMS Item Number:	NFED 1349516
Course Format:	Web-based
Course Description:	Critical thinking is useful for examining an issue or problem logically. This 15-minute Challenge video explores applying the critical thinking process.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1349516&componentTypeID=NFED&revisionDate=1291010640000

Course Title: Critical Thinking Essentials: Applying Critical Thinking Skills

Table 5–16. Displays Critical Thinking Essentials: Applying Critical Thinking Skills Course Details

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking
TMS Item Number:	NFED 1371795
Course Format:	Web-based
Course Description:	This Challenge Series exercise considers the many ways that business organizations can serve their customers - internal and external.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1371795&componentTypeID=NFED&revisionDate=1299713100000

Course Title: Critical Thinking Essentials: What Is Critical Thinking*Table 5–17. Critical Thinking Essentials: What is Critical Thinking Details*

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking
TMS Item Number:	NFED 1371796
Course Format:	Web-based
Course Description:	Critical thinking is something everyone does to some degree or another in their professional and personal lives. Almost all of your everyday activities require you to seek information, analyze alternatives, assess the alternatives, and reach some conclusion. And all of these processes are part of critical thinking. Thinking plays a powerful role in your life; it determines how you feel, what you do, and what you want. Improving the quality of your thinking, then, improves your life by helping you to achieve your goals, make better decisions, and take charge of what you do. This course defines critical thinking, describes the elements of critical thought, and outlines strategies for improving the quality of your thinking.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1371796&componentTypeID=NFED&revisionDate=1299713460000

Course Title: Customer Interactions*Table 5–18. Displays Customer Interactions Course Details*

Course Details	Descriptions
Supplemental Resource To:	What Customers Really Want
TMS Item Number:	NFED 1278215
Course Format:	Web-based
Course Description:	Failing to realize the importance of customer service and effective complaint handling leads to increasingly dissatisfied customers. Organizations need to be able to address the needs of customers in an effective and efficient manner. This course is intended to show the proper procedures and processes needed to provide effective customer service: how to properly support a customer, how to overcome communication problems, and how to use active listening. This course helps to prepare learners interested in the Customer Service Representative (CSR) certification, which is targeted at individuals wishing to qualify to work in a customer support center or help-desk environment.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278215&componentTypeID=NFED&revisionDate=1265730480000

Course Title: Customer Service Confrontation and Conflict*Table 5–19. Displays Customer Service Confrontation and Conflict Course Details*

Course Details	Descriptions
Supplemental Resource To:	What Customers Really Want
TMS Item Number:	NFED 1310177
Course Format:	Web-based
Course Description:	How do you handle angry and confrontational customers? One of the most challenging, and potentially uncomfortable, responsibilities of a customer service person is dealing with angry customers. By following a few simple techniques, such as letting the customer vent, and expressing empathy towards the customer's situation, you can usually defuse tense situations without incident. This course explores typical trouble spots in dealing with angry customers, including reasons for customer dissatisfaction and things customer service people should refrain from saying or doing to avoid adding to the customer's frustration.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310177&componentTypeID=NFED&revisionDate=1273802640000

Course Title: Decision Making: Making tough Decisions*Table 5–20. Displays Decision Making: Making Tough Decisions Course Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310270
Course Format:	Web-based
Course Description:	This course reviews a Number: of these decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed tradeoffs using a systematic process, and placing appropriate trust in your intuition when making difficult decisions.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310270&componentTypeID=NFED&revisionDate=1274233440000

Course Title: Decision Making: The Fundamentals*Table 5–21. Displays Decision Making: The Fundamentals Course Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310268
Course Format:	Web-based
Course Description:	The ability to make decisions effectively is important for your personal and professional success. This involves following an established decision-making process and adapting your decision-making style to suit different situations. This course introduces you to the fundamentals of decision making and illustrates techniques to help you become an effective decision maker. The course first walks you through the steps of a widely accepted decision-making process. Then it leads to a description of the factors influencing your decision-making style and shows how to adapt that style to suit a given situation.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310268&componentTypeID=NFED&revisionDate=1274232660000

Course Title: Decision Making: Tools and Techniques*Table 5–22. Displays Decision Making: Tools and Techniques Course Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310269
Course Format:	Web-based
Course Description:	This course introduces a variety of tools and techniques to use at the three most important steps of the decision-making process: generating, evaluating, and choosing between alternative courses of action. Several decision-making tools are introduced – including Nominal Group Technique (NGT), Return on Investment (ROI) measures, the devil's advocate technique, Plus/Minus/Interesting (PMI) analysis, and the ease-and-effect matrix – providing alternate methodologies for challenging and evaluating alternatives before making a decision.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310269&componentTypeID=NFED&revisionDate=1274233020000

Course Title: Getting Results without Authority: Persuasive Communication*Table 5–23. Displays Getting Results without Authority: Persuasive Communication Course Details*

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1324353
Course Format:	Web-based
Course Description:	Communicating persuasively is key when you want to get results in situations where you don't have direct authority. To communicate persuasively, it's important to think from the other person's perspective. How and what you ask, and the sincerity of your concern for addressing the other person's interests, will help smooth the way to getting the results you need. This course presents strategies for communicating persuasively when you don't have direct authority. It also describes ways to remain persuasive even when you face resistance from the person you are addressing.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1324353&componentTypeID=NFED&revisionDate=1279906560000

Course Title: Getting Results without Direct Authority: Influencing Your Boss*Table 5–24. Displays Getting Results without Direct Authority: Influencing Your Boss Course Details*

Course Details	Descriptions
Supplemental Resource To:	Negotiating Techniques
TMS Item Number:	NFED 1324395
Course Format:	Web-based
Course Description:	The idea that you can influence your boss may seem at odds with a traditional view of the boss-employee relationship. But you know best how you want to be managed to reach your goals, and if you focus on building a partnership with your boss, you will find that you have more influence than you think. In this course, you'll learn how to build influence with your boss by understanding his or her situation, and knowing what you can offer that benefits both of you. You'll also find out how to influence your boss to get more responsibility or more direction when you need it.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1324395&componentTypeID=NFED&revisionDate=1279911720000

Course Title: Identifying What the Customer Wants (Lessons 2, 3, 4)

Table 5–25. Displays Identifying What the Customer Wants (Lessons 2, 3, 4) Course Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
TMS Item Number:	NFED 26539
Course Format:	Web-based
Course Description:	Do you know what your customer wants? Traditionally, companies have assumed customer needs and expectations. Today, the more successful companies actively solicit customer input. The result? They create products the customer wants and needs. To compete successfully in today's market, you'll need to do the same. This course presents ways you can solicit your customer's voice, methods to prioritize customer requirements, and techniques to apply this knowledge to your organization.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=26539&componentTypeID=NFED&revisionDate=1129560120000

Course Title: Influence and Persuasion (Interactive video)*Table 5–26. Displays Influence and Persuasion Course Details*

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1327034
Course Format:	Web-based
Course Description:	Influencing and persuading others requires careful planning. This 15-minute Challenge video explores focused methods of verbal influence and persuasion.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1327034&componentTypeID=NFED&revisionDate=1281471720000

Course Title: Influencing Key Decision Makers (Video)*Table 5–27. Displays Influencing Key Decision Makers Course Details*

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1325085
Course Format:	Web-based
Course Description:	Even the best business proposals need the support of stakeholders. This 7-minute Business Impact video takes a look at three proven ways to gaining the support of key decision makers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.12 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1325085&componentTypeID=NFED&revisionDate=1281025740000

Course Title: Internal Customer Service*Table 5–28. Displays Internal Customer Service Course Details*

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer Better Working Relationships for Better Customer Service
TMS Item Number:	NFED 1310176
Course Format:	Web-based
Course Description:	Internal customer service occurs every time you or a colleague requires information or a service from someone else within the company, and the quality of that service often has a huge impact on the overall quality of service delivered to external customers. This course explores who internal customers are, the expectations placed on serving internal customers, and how to treat your co-workers as you would your external customers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310176&componentTypeID=NFED&revisionDate=1273802160000

Course Title: Internal Customer Service: Conflict and Complaints Simulation

Table 5–29. Displays Internal Customer Service: Conflict and Complaints Simulation Course Details

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer
TMS Item Number:	NFED 26208
Course Format:	Web-based
Course Description:	By helping other people within your organization, you enable it to succeed. Great internal customer service improves people's morale, productivity, and external customer service, and ultimately makes your organization more financially secure. Giving great service to your internal customers means that people you work with can see, hear and feel that they are valued. When employees value one another, the result is increased performance, which contributes to the success of the entire organization and creates a positive and productive working environment.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	4 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=26208&componentTypeID=NFED&revisionDate=1129558800000

Course Title: Leading a Customer-Focused Team*Table 5–30. Displays Leading a Customer-Focused Team Course Details*

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service
TMS Item Number:	NFED 26225
Course Format:	Web-based
Course Description:	This course shows you how to work with a team to create a customer-focused environment that fulfills customers' expectations while still achieving corporate goals. The first lesson explains how to work together to set the parameters for what has to be accomplished. In the second lesson you'll learn how to measure the elements of performance that impact customer service. You'll also learn how to coach for performance improvement using the method that is most appropriate for the situation. The last lesson in the course covers how to empower and motivate team members.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	4 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=26225&componentTypeID=NFED&revisionDate=1129558860000

Course Title: Managing Customer Driven Process Improvement Simulation*Table 5–31. Displays Managing Customer Driven Process Improvement Simulation Course Details*

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
TMS Item Number:	NFED 26537
Course Format:	Web-based
Course Description:	To make themselves stand out from the crowd, organizations have adopted customer-driven process improvements as standard procedure for raising customer satisfaction and loyalty. In this simulation, you have been charged with heading up a task force to improve customer satisfaction and halt the recent rapid decline in sales of the product Final Finance.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=26537&componentTypeID=NFED&revisionDate=1129560120000

Course Title: Managing Workforce Generations: Introduction to Cross-generational Employees

Table 5–32. Displays Managing Workforce Generations: Introduction to Cross-generational Employees Course Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communication
TMS Item Number:	NFED 1372609
Course Format:	Web-based
Course Description:	More than ever, managers appreciate how diversity brings value to an organization. Managed correctly, a diverse workforce, including members from different generations, enhances performance and productivity. The generation in which you grow up is a key influence on your adult behavior, and the different characteristics of each generation can strengthen an organization if properly managed. But stereotypes are pervasive and divert attention from the positive roles that different generations bring to the workforce. Understanding people from different generations prepares managers for the challenges of generational diversity and is a crucial first step in creating a positive work environment. This course describes the common characteristics of the four main generations in the workforce the Traditionals, Baby Boomers, Generation X, and the Millennial Generation. It also introduces the benefits of cross-generational teams.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1372609&componentTypeID=NFED&revisionDate=1300220880000

Course Title: Manipulating and Formatting Data and Worksheets*Table 5–33. Displays Manipulating and Formatting Data and Worksheets Course Details*

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 794917
Course Format:	Web-based
Course Description:	Excel 2007 provides a number of improved tools and new features that allow you to visually enhance the appearance of sheets and workbooks. Cells, rows, columns, sheets and workbooks can be manipulated and customized using various positioning and formatting.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=794917&componentTypeID=NFED&revisionDate=1239648300000

Course Title: Negotiation Essentials: Communicating*Table 5–34. Displays Negotiation Essentials: Communicating Course Details*

Course Details	Descriptions
Supplemental Resource To:	Negotiating Techniques
TMS Item Number:	NFED 1310147
Course Format:	Web-based
Course Description:	If you want to achieve a successful outcome in a negotiation, you need to communicate well. This means not only delivering your message clearly but also ensuring that the other party feels understood. You need to actively and skillfully create a connection with the person you're negotiating with. Otherwise, you won't ever reach an agreement. This course describes ways you can communicate effectively in a negotiation. It discusses how to set the tone for a negotiation, make an effective and clear proposal, and respond positively to the other party in the negotiation.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310147&componentTypeID=NFED&revisionDate=1273784160000

Course Title: Planning Business Analysis Communication and Monitoring*Table 5–35. Displays Planning Business Analysis Communication and Monitoring Course Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274996
Course Format:	Web-based
Course Description:	As prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), this course provides an overview of planning business analysis communication using techniques like the structured walkthrough. This course also provides an overview of the plan requirements management process, including techniques like problem tracking and decision analysis to create the requirements management plan. Finally, techniques for managing business analysis performance, such as lessons-learned workshops and utilizing metrics and key performance indicators are introduced.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1274996&componentTypeID=NFED&revisionDate=1264787280000

Course Title: [Playing the Devil's Advocate in Decision Making](#)*Table 5–36. Displays Playing the Devil's Advocate in Decision Making Course Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1325112
Course Format:	Web-based
Course Description:	Good decision making lies at the heart of success. This impact explores a strategy for ensuring that business decisions are sound.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.12 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1325112&componentTypeID=NFED&revisionDate=1281038820000

Course Title: Preparing a Business Case*Table 5–37. Displays Preparing a Business Case Course Details*

Course Details	Descriptions
Supplemental Resource To:	Formal Writing Using Plain Language
TMS Item Number:	NFED 1278064
Course Format:	Web-based
Course Description:	Without a written business case, your chances of persuading decision makers within your organization to implement your new project, instead of a competing project, are few. This course prepares participants interested in the development of effective business cases. You will learn what a business case is and when one is used, what research you need to do before you start to write a business case, and what information should be included in your business case. Finally, you will learn how to plan and position your business case to maximize its effectiveness.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278064&componentTypeID=NFED&revisionDate=1265638080000

Course Title: Problem Solving: Determining and Building Your Strengths

Table 5–38. Displays Problem Solving: Determining and Building Your Strengths Course Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310266
Course Format:	Web-based
Course Description:	Achieving your problem-solving goals typically involves applying problem-solving skills and tools through various steps in an established problem-solving process. To improve, you first need to assess your existing problem-solving style, identify your strengths and weaknesses, and develop an ongoing strategy for sharpening and building your skills. You also need to recognize the key barriers that lie in the way of effective problem solving – your biases – and develop techniques for reducing their impact on your ability to solve problems. This course helps you assess and develop your problem-solving skills, and also aims to help you recognize and overcome several types of bias.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310266&componentTypeID=NFED&revisionDate=1274231820000

Course Title: Problem Solving: Digging Deeper*Table 5–39. Displays Problem Solving: Digging Deeper Course Details*

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310267
Course Format:	Web-based
Course Description:	A fact-based, honest analysis happens at two key steps in the problem-solving process: first, when you analyze problems to identify causes, and second, when you evaluate and analyze potential solutions to determine the one that has the maximum chance of success. Several tools are used for analysis and evaluation at each of these steps. Examples of tools that help find the root causes of the problem are the cause-and-effect diagram and five-why analysis. Cost-benefit and force-field analysis help in choosing the best solution. This course helps you recognize the value of honest, fact-based analysis and demonstrates how the application of a few tools greatly assists you when determining the root cause of a problem and the best solution.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310267&componentTypeID=NFED&revisionDate=1274232300000

Course Title: Problem Solving: The Fundamentals*Table 5–40. Displays Problem Solving: The Fundamentals Course Details*

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310265
Course Format:	Web-based
Course Description:	Problem solving involves goal-oriented thinking and action in situations for which no ready-made solutions exist. You can greatly improve your problem-solving effectiveness by gaining a better understanding of the problem-solving process, essential skills and required competencies, as well as an awareness of the mind traps and pitfalls that impair the process. This course takes you through the essentials of problem solving and explores some of its challenges.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310265&componentTypeID=NFED&revisionDate=1274231400000

Course Title: [Shaping the Direction of Customer Services in Your Organization](#)

Table 5–41. Displays Shaping the Direction of Customer Services in Your Organization Course Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
TMS Item Number:	NFED 1310178
Course Format:	Web-based
Course Description:	This course explores strategies used to shape the direction of customer service in your organization, including defining moments of truth, the creation and implementation of quantifiable service standards, and methods of evolving your customer strategy to meet the changing needs of your customers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1310178&componentTypeID=NFED&revisionDate=1273803060000

Course Title: Team and Customer Relationships*Table 5–42. Displays Team and Customer Relationships Course Details*

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service
TMS Item Number:	NFED 1278214
Course Format:	Web-based
Course Description:	Teamwork is a critical component of a support center. This course looks at the individual responsibilities of each team member as well as the team as a whole. It also addresses the role of strong leadership in building and maintaining successful teams. In a support center, customer relationships are everything – and communication is king! Many customer problems are caused by communication breakdowns. This course explores how to avoid communication breakdowns by involving customers in problem solving and being able to communicate effectively in the global community, where cross-cultural issues abound.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278214&componentTypeID=NFED&revisionDate=1265730300000

Course Title: The Angry Caller: What's Your Plan?*Table 5–43. Displays The Angry Caller: What's Your Plan Course Details*

Course Details	Descriptions
Supplemental Resource To:	What Customers Really Want
TMS Item Number:	NFED 1328306
Course Format:	Web-based
Course Description:	Dealing with angry callers is something every customer service representative and salesperson will face at one time or another. This Business Impact explores a four-step approach for making encounters with irate customers a productive experience.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1328306&componentTypeID=NFED&revisionDate=1282659900000

Course Title: Uncovering the Root Problem*Table 5–44. Displays Uncovering the Root Problem Course Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1327017
Course Format:	Web-based
Course Description:	This Challenge exercise focuses on an individual's ability to assess facts and work through the first step in problem solving and decision making: defining the problem.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1327017&componentTypeID=NFED&revisionDate=1281465540000

Course Title: Using Email and Instant Messaging Effectively*Table 5–45. Displays Using Email and Instant Messaging Effectively Course Details*

Course Details	Descriptions
Supplemental Resource To:	Effective Written Communications
TMS Item Number:	NFED 1278122
Course Format:	Web-based
Course Description:	The use of proper email etiquette is the cornerstone for ensuring your message gets across quickly, appropriately and concisely. This course covers the basic requirements for using email to communicate effectively. Specifically, you will be introduced to tried-and-true guidelines for emailing effectively, fundamental elements every email should contain, and the importance of keeping emails concise. The course also covers the etiquette associated with using instant messaging programs as an extension of email.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278122&componentTypeID=NFED&revisionDate=1265653200000

Course Title: Why Customer Driven?*Table 5–46. Displays Why Customer Driven? Course Details*

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer
TMS Item Number:	NFED 26538
Course Format:	Web-based
Course Description:	Customer satisfaction--and quality--is quickly becoming the value-added feature that can make or break a product or a company. To satisfy customers and give them the quality they want, you need to look at how services and products are viewed by customers. This means asking customers what they want and then tuning your operations to generate these results. This means becoming more customer-driven. This course presents an overview of customer-driven process improvement. Simple examples will encourage you to try the approach in your own company.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=26538&componentTypeID=NFED&revisionDate=1129560120000

Course Title: Writing a Business Case*Table 5–47. Displays Writing Business Case Course Details*

Course Details	Descriptions
Supplemental Resource To:	Formal Writing Using Plain Language
TMS Item Number:	NFED 1278065
Course Format:	Web-based
Course Description:	In this course, you will learn how to plan, write and present a business case to persuade key decision makers in your organization that your proposal is a winning initiative. This course will show you the principles for preparing an effective business case, and it will guide you through the writing process, from defining your business need and gathering relevant information to assessing the financial impact of your solution. The course will conclude with practical advice on how to concisely present your business case to connect with your audience and key decision makers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DET_AILS&componentID=1278065&componentTypeID=NFED&revisionDate=1265638380000

6 E-Books

To access the e-books, login to <https://www.tms.va.gov> by entering your username and password. Type “Books 24 x 7” in the Catalog search text field to find the Books 24 x 7 website. (The first time you launch the website, you will need to read and accept the Membership Terms.) Afterward, you will be able to search for the e-book by its specific title or Book ID.

E-Book Title: **10 Steps to Successful Business Writing**

Table 6–1. Displays 10 Steps to Successful Business Writing E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Effective Written Communication
ISBN Number:	978-1562864811
Format:	E-book
Summary:	Offering simple strategies in digestible bits, this book provides dozens of examples that will point you to success as new skills are developed and you increase your influence and credibility with each well-honed, clear email, memo or letter you write.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: 101 Ways to Improve Customer Service: Training, Tools, Tips, and Techniques

Table 6–2. Displays 101 Ways to Improve Customer Service: Training, Tools, Tips, and Techniques E-book Details

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service
ISBN Number:	9780787982003
Format:	E-book
Summary:	Providing a variety of practical applications that can be put to use right away, this down-to-earth guide will help your employees develop service strategies to give excellent care to customers, both inside and outside the organization.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Award-Winning Customer Service: 101 Ways to Guarantee Great Performance

Table 6–3. Displays Award-Winning Customer Service: 101 Ways to Guarantee Great Performance E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service Customer Service Excellence What Customers Really Want
ISBN Number:	9780814474549
Format:	E-book
Summary:	Containing 101 effective tips, unique "When this happens, try this" sections and encouraging quotes, this essential reference is full of practical advice on planning and goal setting, follow-up, leadership, feedback and more.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [Balanced Scorecards and Operational Dashboards with Microsoft Excel](#)

Table 6–4. Displays Balanced Scorecards and Operational Dashboards with Microsoft Excel E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470386811
Format:	E-book
Summary:	Based on years of experience, this guide provides step-by-step methods that will help you develop balanced scorecards and operational dashboards that drive strategic execution and operational performance.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations that Inform, Motivate, and Inspire

Table 6–5. Displays Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations that Inform, Motivate, and Inspire E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780735620520
Format:	CD
Summary:	Improve your presentations—and increase your impact—with 50 powerful, practical and easy-to-apply techniques for Microsoft PowerPoint.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Business Writing*Table 6–6. Displays Business Writing E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Business Writing
ISBN Number:	9780731406494
Format:	E-book
Summary:	Taking a hands-on approach to help you excel in writing a range of hard-copy and electronic documents, this book shows you how to design documents, employ persuasive techniques and recognize (and foil) the mind games some people play.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: CBAP Certified Business Analysis Professional All-in-One Exam Guide*Table 6–7. Displays CBAP Certified Business Analysis Professional All-in-One Exam Guide E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis: Overview
ISBN Number:	9780071626699
Format:	E-book
Summary:	Filled with learning objectives, exam tips, practice exam questions and in-depth explanations, this definitive volume fully covers the Guide to the Business Analyst Body of Knowledge (BABOK®) and is designed to help you pass the CBAP exam with ease.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Critical Thinking*Table 6–8. Displays Critical Thinking E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking
ISBN Number:	9781848923102
Format:	E-book
Summary:	Offering a highly usable framework that can be utilized in many different circumstances, this book provides useful insights into critical thinking and helps readers put some of the best prevailing ideas into practice.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Customer Care Excellence: How to Create an Effective Customer Focus

Table 6–9. Displays Customer Care Excellence: How to Create an Effective Customer Focus E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service
ISBN Number:	9780749450663
Format:	E-book
Summary:	In a clear, practical language, this book explains how gaining customer commitment and motivating employees to deliver an excellent service at all your company's touch points can ensure successful results and satisfied customers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Customer Loyalty: How to Earn It, How to Keep It, New and Revised Edition

Table 6–10. Displays Customer Loyalty: How to Earn It, How to Keep It, New and Revised Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer
ISBN Number:	9780787963880
Format:	E-book
Summary:	Marketing consultant Jill Griffin has written a practical guide for planning strategies to assure customer loyalty. She uses actual case studies to describe target customers, how to find qualified prospects, and how to turn customers into an organization's advocates. Griffin also details how to win back inactive customers and how to develop a loyalty-driven corporate culture.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Decision Making: 5 Steps to Better Results*Table 6–11. Displays Decision Making: 5 Steps to Better Results E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9781591397618
Format:	E-book
Summary:	Offering a time-tested, five-step methodology, this book will help you dramatically improve your decision-making skills and avoid common traps that lead to bad results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Decision Making & Problem Solving Strategies*Table 6–12. Displays Decision Making & Problem Solving Strategies E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9780749449186
Format:	E-book
Summary:	Using checklists, exercises and case studies, this guide will help managers ensure that the best decisions are made, problems are solved in the optimum way, and the creative ideas and innovations so necessary for tomorrow's business flow freely.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Dialogue Mapping: Building Shared Understanding of Wicked Problems

Table 6–13. Displays Dialogue Mapping: Building Shared Understanding of Wicked Problems E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9780470017685
Format:	E-Book
Summary:	This book offers a hands-on tutorial for practitioners looking for a radically inclusive approach to collective problem solving. It provides an exciting new conceptual framework that will change the way readers view projects and project management.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: E-mail: A Write It Well Guide*Table 6–14. Displays E-mail: A Write It Well Guide E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Effective Written Communication
ISBN Number:	978-0963745583
Format:	E-book
Summary:	In today's fast-paced competitive business environment, we all need to communicate clearly and use our time productively. Use this user-friendly guide to learn how to get your message across clearly, convey the right tone, manage your time and more.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Excel 2007 Advanced Report Development*Table 6–15. Displays Excel 2007 Advanced Report Development E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470046449
Format:	E-book
Summary:	With notes, tips, warnings and real-world examples, this book offers a step-by-step approach and hands-on examples to help you develop powerful and innovative reporting solutions using Microsoft Excel 2007.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Excel 2007 Data Analysis for Dummies*Table 6–16. Displays Excel 2007 Data Analysis for Dummies E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470045992
Format:	E-book
Summary:	From grabbing external data to working with PivotCharts, database functions and regression analysis, this handy guide shows you step-by-step how Excel can turn raw data into intelligible information.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Excel for the CEO*Table 6–17. Displays Excel for the CEO E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9781932802177
Format:	E-book
Summary:	Presenting innovative Microsoft Excel techniques for top management professionals, this reference provides basics, special shortcuts and tips that cover the special features of Excel.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Harvard Business Review on Customer Relationship Management

Table 6–18. Displays Harvard Business Review on Customer Relationship Management E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer
ISBN Number:	9781578516995
Format:	E-book
Summary:	Sharing a fascinating collection of essays on the ways businesses must approach building lasting and profitable relationships with their customers, this book is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues

Table 6–19. Displays How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9780814407936
Format:	E-book
Summary:	This text shows how to bring out the best in people, so that decision making cements groups together rather than pulls them apart. It also gives readers a simple 10-step process to help their people overcome seemingly intractable differences.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: How to Sharpen your Business Writing Skills, Second Edition

Table 6–20. Displays How to Sharpen your Business Writing Skills, Second Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking Formal Writing Using Plain Language
ISBN Number:	9780761213857
Format:	E-book
Summary:	Packed with practical advice attuned to current business writing and presentation challenges, this self-study course features special strategies to speed online research and guidelines for creating safe and savvy email. By the end of this AMA course on effective writing, you will be able to employ techniques to research, draft, compose and edit professional documents.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: How to Talk to Customers: Create a Great Impression Every Time with MAGIC

Table 6–21. Displays How to Talk to Customers: Create a Great Impression Every Time with MAGIC E-Book Details

Course Details	Descriptions
Supplemental Resource To:	What Customers Really Want
ISBN Number:	9780787987527
Format:	E-book
Summary:	Filled with case studies and anecdotes, this practical guide outlines a proven system that can help anyone become the type of communicator that makes their customers feel special.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: How to Win Any Negotiation: Without raising Your Voice, Losing Your Cool, or Coming to Blows

Table 6–22. Displays How to Win Any Negotiation: Without raising Your Voice, Losing Your Cool, or Coming to Blows E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Negotiating Techniques
ISBN Number:	9781564149206
Format:	Book
Summary:	Revealing powerful negotiating tools drawn from a unique blend of sources, this book will teach you the techniques for developing life skills that will dramatically enhance your chances of professional success and personal satisfaction.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: How to Write Reports and Proposals: Package Your Ideas; Present With Confidence; Persuade Your Audience

Table 6–23. Displays How to Write Reports and Proposals: Package Your Ideas; Present With Confidence; Persuade Your Audience E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Formal Writing Using Plain Language
ISBN Number:	9780749456658
Format:	E-book
Summary:	Using checklists, exercises and examples, this essential guide will help anyone write appropriately for their target readers and create documents that will achieve the desired results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Increase Your Influence at Work*Table 6–24. Displays Increase Your Influence at Work E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
ISBN Number:	9780814416013
Format:	E-Book
Summary:	Filled with easy-to-apply tips for influencing managers, peers and subordinates, this book will help you move beyond being merely a passive participant in your work life and gain the cooperation and attention of those who matter most.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Influence without Authority, Second Edition*Table 6–25. Displays Influence without Authority, Second Edition E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
ISBN Number:	9780471463306
Format:	Book
Summary:	Offering powerful techniques for cutting through interpersonal and interdepartmental barriers and motivating people to lend you their support, time and resources, this book explains how to get cooperation from those you have no official authority over.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Instant Creativity: Simple Techniques to Ignite Innovation & Problem Solving

Table 6–26. Displays Instant Creativity: Simple Techniques to Ignite Innovation & Problem Solving E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9707489448677
Format:	Book
Summary:	This book will help you tap into the creative energies of any individual or an uninspired team. It offers over 70 quick and simple exercises to help find fresh ideas and solutions to problems.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Managing Customer Relationships: A Strategic Framework

Table 6–27. Displays Managing Customer Relationships: A Strategic Framework E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Advocating for your Customer
ISBN Number:	9780471485902
Format:	E-Book
Summary:	With an emphasis on customer strategies and building customer value; this high-powered reference guide provides a definitive overview of what it takes to keep customers coming back for years to come.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations**

Table 6–28. Displays Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
ISBN Number:	9780071590730
Format:	E-book
Summary:	Based on the premise of "Putting the needs of the patient first," this strategic guide shows how to apply that principle to expand your business' customer base and earn fierce, undivided customer loyalty.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **More Quick Team-Building Activities for Busy Managers: 50 New Exercises that Get Results in Just 15 Minutes**

Table 6–29. Displays More Quick Team-Building Activities for Busy Managers: 50 New Exercises that Get Results in Just 15 Minutes E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Better Working Relationships for Better Customer Service
ISBN Number:	9780814473788
Format:	E-book
Summary:	Containing 50 exercises that can be conducted in 15 minutes or less, this book presents each activity with all the relevant information, including a list of materials needed, the purpose of the exercise, and handy tips for success.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [Perfect Phrases for Sales Presentations: Hundreds of Ready-to-Use Phrases for Delivering Powerful Presentations That Close Every Sale](#)

Table 6–30. Displays Perfect Phrases for Sales Presentations: Hundreds of Ready-to-Use Phrases for Delivering Powerful Presentations That Close Every Sale E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780071634533
Format:	CD
Summary:	With hundreds of ready-to-use, time-saving phrases for delivering a winning sales presentation, this concise guide will help you streamline the critical process of crafting perfect presentations.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Persuasion IQ: The 10 Skills You Need to Get Exactly What You Want

Table 6–31. Displays Persuasion IQ: The 10 Skills You Need to Get Exactly What You Want E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Negotiating Techniques
ISBN Number:	9780814409930
Format:	E-Book
Summary:	Through a combination of clear examples, illustrative fables, entertaining illustrations and valuable information, this strategic book will help you transform yourself into a true master of the art and science of persuasion.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Plain Language in Government Writing: A Step-by-Step Guide

Table 6–32. Displays Plain Language in Government Writing: A Step-by-Step Guide
E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Formal Writing Using Plain Language
ISBN Number:	9781567262247
Format:	E-book
Summary:	Using examples from a variety of federal and state agencies, this practical guide walks you step-by-step through every phase of the writing process, providing tips for improved clarity, conciseness and completeness.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Professional Writing Skills: A Write It Well Guide*Table 6–33. Displays Professional Writing Skills: A Write It Well Guide E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Effective Written Communication
ISBN Number:	978-0982447116
Format:	E-book
Summary:	Providing a step-by-step process for planning business letters, memos, email and other business documents, this handy guide offers busy professionals tools they need to get their message across clearly, concisely and professionally.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Quick & Painless Business Writing: An Essential Guide to Clear and Powerful Communication

Table 6–34. Displays Quick & Painless Business Writing: An Essential Guide to Clear and Powerful Communication E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Business Writing
ISBN Number:	9781564149008
Format:	E-book
Summary:	Revealing secrets that will eliminate business-writing phobias and faux pas, this book will help you to create outstanding documents that get optimal results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground

Table 6–35. Displays Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence Effective Communication
ISBN Number:	9780787985257
Format:	E-Book
Summary:	Based on seven years of research on more than 3,000 leaders, this witty, groundbreaking book reveals the truth about generational conflicts at work, and advises what can be done about them.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Selling with Emotional Intelligence: 5 Skills for Building Stronger Client Relationships**

Table 6–36. Displays Selling with Emotional Intelligence: 5 Skills for Building Stronger Client Relationships E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Negotiating Techniques
ISBN Number:	978-1607146773
Format:	E-Book
Summary:	In this innovative book, author and sales trainer Mitch Anthony presents sales professionals with a proven program for increasing their emotional intelligence, thus improving their sales success.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [Seven Steps to Mastering Business Analysis](#)*Table 6–37. Displays Seven Steps to Mastering Business Analysis E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Business Analysis: Overview
ISBN Number:	9781604270075
Format:	E-book
Summary:	Offering insight into the ideal skills and characteristics of successful business analysts, this comprehensive guide provides a foundation of learning for effecting business analysis work.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Take Their Breath Away: How Imaginative Service Creates Devoted Customers

Table 6–38. Displays Take Their Breath Away: How Imaginative Service Creates Devoted Customers E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Advocating for Your Customer
ISBN Number:	9780470443507
Format:	E-book
Summary:	Offering the inspiration, strategies and creative ideas to enchant, surprise and treat your customers to more than just an encounter, this book shows how the best brands create unique, customer-endearing practices that lead to irrational loyalty.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [The Kindness Revolution: The Company-Wide Culture Shift That Inspires Phenomenal Customer Service](#)

Table 6–39. Displays The Kindness Revolution: The Company-Wide Culture Shift That Inspires Phenomenal Customer Service E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
ISBN Number:	9780814473078
Format:	E-book
Summary:	Based on extensive research and featuring real-life examples from companies known for their outstanding customer service, this inspiring and practical book shows readers how to take the critical step toward truly outstanding customer service.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [The Language of Success](#)*Table 6–40. Displays The Language of Success E-Book Details*

Course Details	Descriptions
Supplemental Resource To:	Effective Written Communication
ISBN Number:	978-0814474730
Format:	E-book
Summary:	Honest and authoritative, this guide will give readers practical techniques to help them cut through the fluff, guff, geek and hyperbole, write exceptional business documents, and get their messages heard.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: The McGraw-Hill 36-Hour Course: Business Writing and Communication, Second Edition

Table 6–41. Displays The McGraw-Hill 36-Hour Course: Business Writing and Communication, Second Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking Formal Writing Using Plain Language
ISBN Number:	9780071738262
Format:	E-book
Summary:	Complete with exercises and self-tests, this multifaceted business writing book puts you on the fast track to becoming a strong, persuasive business writer. This multifaceted business writing “course” teaches you how to seize readers’ interest instantly, eliminate nonspecific words and phrases, manage cross-cultural writing, craft compelling online copy and create powerful presentations.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: The McKinsey Engagement: A Powerful Toolkit for More Efficient & Effective Team Problem Solving

Table 6–42. Displays The McKinsey Engagement: A Powerful Toolkit for More Efficient & Effective Team Problem Solving E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9780071497411
Format:	Book
Summary:	This guide arms problem solvers with a blueprint for achieving consistently phenomenal results. It is a toolkit for bringing clarity, discipline and purpose to all your problem-solving and change management initiatives.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [The Power of Non-Verbal Communication: What You Do is More Important than What You Say, First Edition](#)

Table 6–43. Displays The Power of Non-Verbal Communication: What You Do is More Important than What You Say, First Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communication
ISBN Number:	9781563437885
Format:	Book
Summary:	Anyone who can successfully read people can communicate and hold power. This hands-on text presents practical tips for understanding the inner motivations of others, and for controlling your own message to the world.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience

Table 6–44. Displays The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780071636087
Format:	CD
Summary:	Showing you exactly how to use Steve Jobs' crowd-pleasing techniques in your own presentations. This book demonstrates how easy it is to sell your ideas, share your enthusiasm, and wow your audience the Steve Jobs way.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [Unleashing Excellence: The Complete Guide to Ultimate Customer Service, Second Edition, Updated and Expanded](#)

Table 6–45. Displays Unleashing Excellence: The Complete Guide to Ultimate Customer Service, Second Edition, Updated and Expanded E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Customer Service Excellence
ISBN Number:	9780470503805
Format:	E-book
Summary:	If you want to build a customer service culture that gets real business results, this authoritative guide shows you the exact steps to take to create an organizational culture in which service excellence becomes a habit rather than an afterthought.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [When Cultures Collide: Leading Across Cultures, Third Edition](#)

Table 6–46. Displays When Cultures Collide: Leading Across Cultures, Third Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communication
ISBN Number:	9781904838029
Format:	Book
Summary:	Providing a truly global and practical guide to working and communicating across cultures, this insightful book presents penetrating insights into how different business cultures accord status, structure their organizations, and views the role of leader.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Write to the Point: How to Communicate in Business with Style and Purpose

Table 6–47. Displays Write to the Point: How to Communicate in Business With Style and Purpose E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Business Writing
ISBN Number:	9781564146397
Format:	E-Book
Summary:	This book provides practical, proven techniques for making writing for business more effective and less stressful. All levels of business and technical personnel will find this easy-to-read guide invaluable and immediately useful every day.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: [Writing at Work: How to Write Clearly, Effectively and Professionally](#)

Table 6–48. Displays Writing at Work: How to Write Clearly, Effectively and Professionally E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Business Writing
ISBN Number:	9781741752182
Format:	E-Book
Summary:	Illustrating the importance of writing in the workplace, this invaluable, accessible resource shows that precision, clarity, readability, efficiency, usability, and persuasiveness create the ideal document.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

Appendix A: Travel Policy

Memorandum

Department of Veterans Affairs

Date: JUN 10 2011

From: Dean VA, Learning University

To: All VA Employees

Subj: VA Human Corporate Investment Program – Travel Guidance

1. The VA Learning University (VALU) continues to provide a variety of training opportunities to better meet the needs of the Department of Veterans Affairs employees and serve our customers. In support of the VA Learning University's charter we also provide to the VA employee travel funding for the programs that are VALU sponsored. The current VA Corporate Travel Policy, dated July 16, 2010 is still in effect.
2. We strongly encourage you to take online training, such as webinars and web-based courses, and to attend classes that are held locally, within 50 miles of the participant's duty station. All training must be approved by a supervisor. Supervisors and approving officials are accountable for ensuring approved travel is advantageous to the government and every effort to minimize the cost of official travel has been considered to the extent practicable. For VA offices outside the United States or VA facilities that would like to schedule delivery of a course near your site for a specific audience, contact VALU.training@va.gov for more information.
3. In accordance with Federal Travel Regulation (FTR), local travel is defined as travel within a 50 mile radius of the participant's duty station and the participant spends less than 12 hours per day including travel and training time. Local travel for training will be paid by the participant's local facility or office in accordance with the participant's local standard travel policy and procedures. Local travel will not be funded using the VA corporate training account.
4. All Temporary Duty Travel (TDY) expenditures for VA corporate training requires submission of a travel authority through FedTraveler and will be reimbursed by VALU if the following policy is adhered to and travel is requested and approved prior to the start of the training class. All TDY travel arrangements must be made via Alternate Preparers located at the local duty station using the Alternate Station-Funded Travel Authorization Feature in FedTraveler.com.

VA Human Corporate Investment Program – Travel Guidance
Page 2

Participants may contact their local travel office to find out who is designated as the alternate preparer for their local station. Please [click](#) here for a template and guidance. While this guidance is not conclusive, it does guarantee fiscal compliance and a more favorable and expeditious experience.

for  , Ph.D.
Alice Muellerweiss

Appendix B: Existing Training Request Form

For FY 11 Course Requests Only

Existing Training Request Form

Page 1 of 2

Instructions: Please fill out the following to capture your request for an existing course offering or minor modifications to an existing course offering. Save document and send to VALU as instructed in "Letter of Instructions".

Section A: Requester Information

Requester Information	
Originating Administration:	<i>Check one item below:</i> <input type="checkbox"/> VACO <input type="checkbox"/> VBA <input type="checkbox"/> NCA <input type="checkbox"/> VHA
Source/Requestor (specified if from meeting, individual, group and list name(s)):	<i>Check one item below and name group, organization or individual:</i> <input type="checkbox"/> Group/Committee <input type="text"/> <input type="checkbox"/> Organization <input type="text"/> <input type="checkbox"/> Individual <input type="text"/>
Primary POC Name: First Name and Last Name: <i>(Example: Mike Smith)</i>	
POC Telephone # and ext: <i>(Example: 703-555-1234 ext 123)</i>	
POC Email Address: <i>(Example: mike.smith@va.gov)</i>	
POC Office Region: <i>(Example: Northeast or VISN 1)</i>	
POC Office City: <i>(Example: Boston)</i>	
POC Role (if VHA also list VISN #): <i>(Example: VISN DLO)</i>	
POC Facility: <i>(Example: VISN 12 Office (10N12) Four Westbrook Corporate Tower 11301 W. Cermak Road, Suite 810 Westchester, IL 60154)</i>	
Additional POC (if any): <i>(Example: Tina Johnson)</i>	
Preferred Method of Communication with POC:	<i>Check one or more item below:</i> <input type="checkbox"/> Email <input type="checkbox"/> Telephone

Existing Training Request Form

Page 2 of 2

Authorization Print Name:

Title/Role:

Authorization Signature:

Date:

Section B: Request Information

Request Information	
Type of Request:	<i>Check one item below:</i> <input type="checkbox"/> Existing VALU Offering <input type="checkbox"/> Modification to Existing VALU Offering
Reason or driver for new request (brief description): (<i>Example: Need course for new staff on-boarding.</i>)	
Name of Existing VALU Offering to Add or Modify. If LMS course, please list LMS reference number. If outside of LMS, please list vendor or source (link): (<i>For example: Working at the Speed of Trust, NFED 1322010</i>)	<u>Course Name, LMS Ref, Vendor</u>
Number of Participants for Request: (<i>Example: 20</i>)	
Number of Participants to be Requesting Travel Funding: (<i>Travel Funding will be approved in accordance with VALU Travel Policies. Example: 10</i>)	
Preferred Dates: (<i>Example: February 25, 2011, March 15, 2011</i>)	
Preferred Locations: (<i>Example: Atlanta, Boston</i>)	
If Modification to Existing VALU Offering, list modification: (<i>Number of days/hours, section/area of course, etc. Example: Change Section 5 to add more VALU objectives</i>)	
Preferred Method of Delivery of Request:	<i>Check one item below:</i> <input type="checkbox"/> Webinar <input type="checkbox"/> In-Person Lecture/Workshop
Preferred Method of Communication of VALU Offering to Participants:	<i>Check one or more item below:</i> <input type="checkbox"/> Email <input type="checkbox"/> Newsletter/Annoucement <input type="checkbox"/> Course Catalog <input type="checkbox"/> Other (Describe) <div style="border: 1px solid black; height: 30px; width: 100%; margin-top: 5px;"></div>

Appendix C: New Training Request Form

For FY 11 Course Requests Only

New Training Request Form

Page 1 of 3

Instructions: Please fill out the following to capture your request for new training, conference, program or other type of training. If there are questions in filling out this form, please contact your designated Learning Consultant. Save document and send to VALU as instructed in "Letter of Instructions".

Section A: Requester Information

Requester Information	
Originating Administration:	Check one item below: <input type="checkbox"/> VACO <input type="checkbox"/> VBA <input type="checkbox"/> NCA <input type="checkbox"/> VHA
Source/Requestor (specified if from meeting, individual, group and list name(s)):	Check one item below and name group, organization or individual: <input type="checkbox"/> Group/Committee <input type="text"/> <input type="checkbox"/> Organization <input type="text"/> <input type="checkbox"/> Individual <input type="text"/>
Primary POC Name: First Name and Last Name: (Example: Mike Smith)	
POC Telephone # and ext: (Example: 703-555-1234 ext 123)	
POC Email Address: (Example: mike.smith@va.gov)	
POC Office Region: (Example: Northeast or VISN 1)	
POC Office City: (Example: Boston)	
POC Role (if VHA also list VISN #): (Example: VISN DLO)	
POC Facility: (Example: VISN 12 Office (10N12) Four Westbrook Corporate Tower 11301 W. Cermak Road, Suite 810 Westchester, IL 60154)	
Additional POC (if any): (Example: Tina Johnson)	
Preferred Method of Communication with POC:	Check one or more item below: <input type="checkbox"/> Email <input type="checkbox"/> Telephone

New Training Request Form

Page 2 of 3

Authorization Print Name:

Title/Role:

Authorization Signature:

Date:

Section B: Request Information

Detailed Required Information	Input
Type of Request:	<p><i>Check one item below:</i></p> <p><input type="checkbox"/> New Training - In Person</p> <p><input type="checkbox"/> New Training - Webinar</p> <p><input type="checkbox"/> Conference <input type="checkbox"/> Program</p> <p><input type="checkbox"/> Nationwide Request (Request through Administration Chief Learning Officer)</p> <p><input type="checkbox"/> Other (Describe)</p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div>
Reason, purpose or driver for new request: <i>(For example: workforce development in key functional skills, required training for a career field, needed to meet certification or professionalization, introducing an initiative, laws affecting VA job performance, supporting basic job skills)</i>	
Special Needs/ Issues to be considered/ Limitations/ Approaches/ Methodology: <i>(Insert any information that may drive completion dates, or limit the types of approaches or training methodology that can be used)</i>	
Goal or Outcome: <i>(For example, What would senior Leaders see as a successful project?)</i>	
Target Audience: <i>(For example: All employees currently in the <job position> at the <GS level>, Employees seeking improvement in <key job skills> <proficiency in a specific competency area>)</i>	
Resource support throughout life of Project/Request: <i>(Insert description of the planning committee,</i>	

New Training Request Form

Page 3 of 3

<i>training board, or requestor's training specialist who will support VALU Learning Consultant/EPM as a subject matter expert)</i>	
Impact Level (LC/EPM Estimate) - maybe same as initial or may have changed since initial contact:	
Number People to be Trained in FY11	
Number People to Request Travel Funding (<i>Travel Funding will be approved in accordance with VALU Travel Policies</i>)	
Function Skills and Competencies: (<i>For example: Leadership</i>)	
Current requirements process used to identify organizational needs, or Assessment process used to identify gaps between desired and existing performance:	<p>Elicitation Method</p> <p><input type="checkbox"/> Brainstorming <input type="checkbox"/> Workshops <input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Surveys <input type="checkbox"/> Focus Group <input type="checkbox"/> Observation</p> <p><input type="checkbox"/> Other (Describe Process)</p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div>